Program Overview & Eligibility

Completed by rreichert@jfsbroward.org on 2/2/2023 10:27 AM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

Program Overview & Eligibility

Please review the enclosed program information.



City of Hollywood Public Services City of Hollywood 2600 Hollywood Blvd Hollywood, FL 33022 954.921.3271

DBiederman@hollywoodfl.org

Public Services

Activities (including labor, supplies and material) which are directed toward improving the community's public services and facilities, including but not limited to those concerned with employment, crime prevention, childcare, health, drug abuse, education, fair housing counseling, energy conservation, welfare, or recreational needs. To qualify for this grant, Public Service must be either a new service or a quantifiable increase in the level of an existing service above that which has been provided by or on behalf of the unit of general local government in the 12 calendar months before the submission of the action plan. Awards to Public Service activities are limited to 15% of the City's total annual CDBG allocation. Based on past year allocations, the anticipated amount available for Fiscal Year 2023-2024 is estimated to be \$185,000.00. The actual amount is based on legislative approval and may be subject to change.

The City of Hollywood reserves the right to determine if submitted proposals are eligible, timely and complete; whether funding requests are appropriate, and all considerations relating to the funding application and requirements have been met. In addition to the information requested in this application, each applicant will be subject to a background inquiry that ensures compliance with the following criteria:

- The applicant's services provide a direct benefit to City of Hollywood residents.
- The applicant is fully licensed and insured, if applicable.
- The applicant does not have any outstanding liens or fines from the City.
- The applicant is not involved in any active litigation against the City.
- The applicant does not have any active City Municipal/Fire Code violations.
- The applicant is not engaged in any type of adverse activity against the City.
- The applicant is in compliance with all Florida, Broward County and City statutes, codes, ordinances and all other rules and regulations.

Failure to meet the above criteria will result in the applicant's disqualification from consideration for a Community Development Block Grant (CDBG).

SUBMISSION DEADLINE: FEBRUARY 6, 2023 by 3PM



A. Agency Information

Completed by rreichert@ifsbroward.org on 2/2/2023 11:36 AM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

EXECUTIVE DIRECTOR/CEO/PRESIDENT INFORMATION

Address: 5890 S. Pine Island Road

A. Agency Information

Please provide the following information.

ORGANIZATION INFORMATION

A.1. Organization Entity Name (Name listed in Sunbiz)

Dr. Stanley and Pearl Goodman JFS of Broward County, Inc.

A.11. First Name

Randy

A.2. Address

5890 S. Pine Island Road Suite 201 Davie, FL 33328

A.12. Last Name

Colman

A.3. Telephone

(954) 370-2140

A.13. Phone

(954) 909-0793

A.4. Fax

(954) 916-1252

A.14. Email

rcolman@jfsbroward.org

A.5. Date designated as a 501 (c) (3):

01/01/1963

A.15. Date of Birth

03/22/1961

A.6. Legal Status of Entity/Organization:

Non-Profit

CONTACT PERSON
A.16. First Name

Rebecca

A.8. Federal Tax ID

590,995,106

A.17. Last Name

Reichert

A.9. SAM Registration

XGK5DBZVNMR3

A.18. Email

rreichert@jfsbroward.org

A.10. Unique Entity ID (UEI)

XGK5DBZVNMR3

A.19. Telephone

(954) 909-0811

REGISTERED AGENT A.20. First Name

Randy

A.21. Last Name

Colman

A.22. Email



rcolman@jfsbroward.org

A.23. Phone (954) 909-0793



B. Project Description

Completed by rreichert@jfsbroward.org on 2/2/2023 12:05 PM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

B. Project Description

Please provide the following information.

B.1. Name of Activity/ Project

Financial Assistance for Residents of the City of Hollywood

B.2. Activity/Project Summary to include program description, clientele to benefit from program, specific use of CDBG funds, etc. (must be 250 words or less):

The Goodman JFS (GJFS) Financial Assistance Program serves families and individuals in Broward County, including the City of Hollywood, who are experiencing emergent financial needs including eviction, homelessness, and utility shut-offs. The proposed program will provide financial assistance to 100 Hollywood families and individuals who are experiencing financial needs, including eviction, homelessness, and utility shut-offs. The target population includes the most vulnerable members of our community, in particular, those with emergent financial needs, seniors 55+, the unemployed, and those with disabilities.

B.3. Activity/Project Location (list location of activity to include US Census Tract. If activity is held in multiple locations, list all locations and US Census tract numbers. If the activity is Citywide, indicate as such.):

Citywide, the City of Hollywood

B.4. Grant Funds Requested

\$50,000.00

B.5. Total number of individuals served at requested funding level:

100

B.6. Lowest funding level acceptable to operate activity:

\$25,000.00

B.7. Total number of individuals served at lowest funding level

50

B.8. Each activity must meet one of the National Objectives of the CDBG Program. Check the correct objective. Low- and Moderate-Income Benefit (Check the appropriate benefit):

$\overline{\mathbf{V}}$	A. Limited Clientele Activity: The activity benefits a limited clientele, at least 51% of whom are low/moderate
inco	me.

L		B. Area Benefit: The activity provides a benefit to low/moderate income persons by documenting that 51% o
m	ore	e of the service area of the activity is occupied by low/moderate income households (as per the U.S. Census).

C. Organizational Capacity and Activity Scope

Completed by rreichert@jfsbroward.org on 2/2/2023 12:49 PM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

C. Organizational Capacity and Activity Scope

Please provide the following information.

C.1. Briefly describe your track record and prior experience in the proposed activity, and include the following information:,

- Unique qualifications or characteristics of staff, the facility or operations (include specifics that separates your agency from others serving in the same capacity).
- Number of years of related experience of the organization or key staff.
- Specific key staff assignments/tasks.
- Summary of past client outcomes (for the past three (3) years).
- Perceived challenges in meeting the goals of this proposal.
- Illustrate how your agency has the capacity to overcome perceived challenges in meeting the goals of this proposal.
- Provide a Year-End Report of accomplishments from previous funding year.
- Unique qualifications or characteristics of staff, the facility or operations (include specifics that separates your agency from others serving in the same capacity).

Emergent situations are unpredictable, uncontrollable, and vary in severity. Our Financial Assistance program focuses on assessing needs, identifying barriers to help individuals in our community, and linking clients to community resources for positive outcomes. Our staff provides internal and/or external resources and develops a mutual solution that will lead to solving the client's emergent problem, as well as provide the client with the tools for self-sufficiency. For many older adults, choosing between paying for their electric bill or purchasing much needed medications is a monthly occurrence. With the support of this program, we are able to help those who contact JFS with a little extra financial support to remain healthy, as well as keep their lights on.

• Number of years of related experience of the organization or key staff.

Dr. Stanley and Pearl Goodman Jewish Family Service Inc. of Broward County first opened its doors in 1962 to meet the counseling and support needs of the growing Jewish population in Broward County. The agency was first incorporated as a 501(c)3 nonprofit social service agency in 1963. The Financial Assistance Program started in 1987. Nadine Neree was promoted to Financial Assistance Manager December 2022. Prior to her promotion, she worked as an Intake Coordinator and Care Manager for the Emergency Financial Assistance program.

• Specific key staff assignments/tasks

The Financial Assistance program has one Full-time Manager, three Full-time Central Intake Coordinators for screening and assessing incoming calls, and seven Full-time and two Part-time Financial Assistance Care Managers. Through the financial assistance Care Managers, focus is put on assessing needs, providing financial assistance for the emergent need, and then providing other JFS services and community resources through referrals and advocacy. Ongoing financial assistance is determined on a case-by-case basis. The financial assistance case managers also assist with contacting other social services and helping to apply for support from other appropriate resources (i.e., Medicaid, Meals on Wheels, etc.).

Printed By: Merry Kaye on 4/5/2023

Neighborly Software

- Summary of past client outcomes Last year we received 192,672 calls for help from our community. We were able to provide \$1,407,698 in emergent financial assistance last year.
- Perceived challenges in meeting the goals of this proposal. There is not enough funding to help all of the people in need.
- Illustrate how your agency has the capacity to overcome perceived challenges in meeting the goals of this proposal. We have a robust, comprehensive fundraising program. We actively seek funds from community members and private foundations. We continuously seek grants from the federal, state and local governments.
- Provide a Year-End Report of accomplishments from previous funding year. Last year we received 192,672 calls for help from our community. We were able to provide \$1,407,698 in emergency financial assistance last year.

C.2. Organization Experience

Unique qualifications or characteristics of staff	# of years Organization	Specific key staff	Summary of past client outcomes	challenges in meeting the goals
	Staff/Exp	assignments		_
Nadine Neree	4	Care	Prevented evictions and	Not enough hours in the
		Manager &	homelessness of	day
		Intake	thousands of clients	
		Coordinator		



D. Activity Description

Completed by rreichert@jfsbroward.org on 2/2/2023 1:02 PM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

D. Activity Description

Please provide the following information.

ACTIVITY DESCRIPTION

D.1. List the title of the activity:

Financial Assistance to prevent eviction, homelessness and utility shut-off

D.2. Check the type of activity

General Welfare

D.3. The word "activity" as used in this application denotes the action for which funds are being requested. The word "project" as used in this application denotes all of the activities that constitute the project. In some instances, the activity is the same as the project.

Is the activity for which funds are being requested part of a larger overall project? Yes

If "Yes," describe the project in detail and explain how the activity relates to the project. In addition, be very specific about how CDBG funds will be applied:

The GJFS Financial Assistance program is a core service provided by the agency for the Broward community. For families struggling with economic challenges, the program provides a combination of centralized intake, financial assistance, and information and referrals. Typically, this is the first touchpoint for families in need, and it is oftentimes the lifeline for assessment and referrals to behavioral health, domestic violence supports, food, and clothing. With 73% of our clients requesting assistance for rent or mortgage payments and utility bills, many of whom are seniors, we have been inundated with health-related emergencies that require higher than usual levels of funding for multiple needs per client.

- D.4. Describe the activity, in detail, and be very specific about how the CDBG funds are proposed to be used. Be certain to include the following information:
- a. Identify and document the need or problem.
- b. Document the severity of the problem, clearly describing the need, to include statistics and reliable sources that is quantifiable and supported by appropriate data.
- c. Affected population and percentage of low- and moderate-income persons to be benefited (area of service).
- d. State whether organization participates directly or indirectly in the proposed activity and document the number of clients served directly and indirectly.
- e. If requesting funds for more than one (1) activity, indicate numerically which is priority and, if separate applications are being submitted for each activity, but the activities are interrelated, include agency name, number of interrelated activities, the title and type of activity:

As the cost of living rises in Florida, more families are unable to afford their basic needs. The US Census' most recent data (2021) estimates 13.9% of City of Hollywood residents are living in poverty. The mission of GJFS is dedicated to empowering individuals, strengthening families, protecting the vulnerable and helping seniors age safely and with

dignity in their homes providing innovative social services and programs to the Broward community. Our work is based on Jewish values to improve the quality of life of all people in Broward regardless of race, religion, ethnic background, sexual orientation, and/or gender intensity.

The GJFS Financial Assistance Program serves families and individuals in Broward County who are experiencing emergency financial needs including eviction, homelessness, and utility shut-offs. The target population includes the most vulnerable members of our community, in particular, those with emergent financial needs, seniors 55+, the unemployed, and those with disabilities.

Care mangers work with clients to determine program eligibility. Through the financial assistance care managers, focus is put on assessing needs, providing financial assistance for the emergent need, and then providing other GJFS services and community resources through referrals and advocacy. On-going financial assistance is determined on a case-by-case basis. The financial assistance case managers also assist with contacting other social services and helping to apply for support from other appropriate resources (i.e., Medicaid, Meals on Wheels, etc.).

Last year GJFS received 192,672 calls for help from our community. We were able to provide \$1,407,698 in emergency financial assistance last year. The City of Hollywood is home to one of the largest populations of people GJFS directly serves. In the City of Hollywood alone, GJFS directly provided emergency financial assistance to 110 residents last year. We were able to feed 106 residents of the City of Hollywood last year on a monthly basis from our Dorit & Ben J. Genet Cupboard. Also, we provided ongoing support, including emergency financial assistance to 139 Holocaust survivors living in the City of Hollywood.



E. Approach

Completed by rreichert@jfsbroward.org on 2/2/2023 3:57 PM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

E. Approach

Please provide the following information.

E.1. Provide a narrative (250 words or less) that describes how the activity will be completed during this time frame. For programs and services, describe the activity:

GJFS receives many more calls from individuals and families in dire need than we can serve. The City of Hollywood is home to one of the largest populations of people GJFS directly serves. In the City of Hollywood alone, GJFS directly provided financial assistance to 110 residents last year.

E.2. Activity Timeline

Task	Date to be completed
25 City of Hollywood residents that are experiencing dire financial need will either	10/31/2023
receive financial assistance within (3) business days or who anticipate eviction/utility	
shut-off will have their delinquent bill negotiated for a fee reduction/deadline	
extension by a GJFS Care Manager as documented in the Electronic Health Records and	
financial assistance logs.	
25 City of Hollywood residents that are experiencing dire financial need will either	01/31/2024
receive financial assistance within (3) business days or who anticipate eviction/utility	
shut-off will have their delinquent bill negotiated for a fee reduction/deadline	
extension by a GJFS Care Manager as documented in the Electronic Health Records and	
financial assistance logs.	
25 City of Hollywood residents that are experiencing dire financial need will either	04/30/2024
receive financial assistance within (3) business days or who anticipate eviction/utility	
shut-off will have their delinquent bill negotiated for a fee reduction/deadline	
extension by a GJFS Care Manager as documented in the Electronic Health Records and	
financial assistance logs.	
25 City of Hollywood residents that are experiencing dire financial need will either	07/31/2024
receive financial assistance within (3) business days or who anticipate eviction/utility	
shut-off will have their delinquent bill negotiated for a fee reduction/deadline	
extension by a GJFS Care Manager as documented in the Electronic Health Records and	
financial assistance logs.	

E.3. Describe outreach and marketing initiatives that will be implemented to inform potential clients about the services to be provided:

GJFS reaches out to clients through our website, newsletters, synagogues and kollels, other partner organizations, and word of mouth. Again, we receive many more calls for assistance that we can assist.

E.4. Are there other services that address the same need in the area?

Yes

If "Yes," describe:

While there are human service agencies in the City of Hollywood, we aim to communicate with partner organizations to avoid duplication of services.

E.5. Identify any strategies for collaborative approaches, such as volunteer recruitment and training, community building or strategic alliances. (If none, indicate N/A):

GJFS has a robust volunteer list which it taps consistently.

Some of our partners include:

Florida Power & Light

GJFS extends bill deadlines so clients will avoid loss of electricity and to facilitate immediate restoration of electricity for any clients whose service has already been disconnected.

Family Success Centers

GJFS collaborates with the agency for rental assistance; the agency refers their clients to us for services.

Gateway Community Outreach

GJFS collaborates with the agency for rental assistance; the agency refers their clients to us for services.

Synagogues, Kollels, JCCs, Day Schools, & Jewish Centers

These agencies and organizations collaborate with GJFS for services including financial assistance and care management in order to help with the challenges faced by their membership. They allow us to publicize our services to their members.

E.6. Identify any cooperative approaches and describe how they will improve the performance of the activity. (If none, indicate N/A):

Beyond the many partner organizations listed in E.5 in addition to other organizations, GJFS asks clients about other simultaneous services they are receiving from other agencies to avoid duplication. We also inquire about clients' plans for the future to help ensure their sustainable success.



F. Outcome Measurement Goals

Completed by rreichert@jfsbroward.org on 2/3/2023 4:40 PM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

F. Outcome Measurement Goals

Please provide the following information.

The City of Hollywood determines actual benefits of funded activities by using Outcome Measurement Goals. The Community Development Advisory Board (CDAB) will review these goals closely in recommending which proposals to fund to the Hollywood City Commission.

The Outcomes Measurement section measures the actual benefits or changes for individuals as a result of participating in program activities. Outcomes may relate to behavior, skills, knowledge, attitudes, values, condition, or other attributes. The purpose of this section of the application is to identify these outcomes in measurable terms.

Table 1 of this section is designed to allow the applicant to briefly describe the proposed activities initial, intermediate, and long-term outcomes.

Table 2 of this section is designed to allow the applicant to declare goals to be measured throughout the contract period.

A copy of this section will be forwarded to the CDAB and to the Hollywood City Commission as back-up material.

Provide an outcome tracking table, using the attached tables as a model, being as brief as possible, using the guidelines below:

Resources – money, staff, staff time, volunteers, volunteer time, facilities, equipment, or supplies.

Inputs – resources dedicated to or used by the program.

Activities – what the program does with the inputs to fulfill its mission.

Outputs – direct products of program activities.

Benefits— new knowledge, increased skill, change in attitudes or values, modified behavior, improved condition, altered status.

Outcomes – benefits or changes for individuals of target populations during or after participating in program activities.

Initial Outcomes – first benefits or changes participants experience.

Longer-term Outcomes – ultimate benefits of the program.



Intermediate Outcomes – benefits that connect initial outcomes and Longer-term Outcomes.

Quantifiable Measurement Goals— a defined goal of measurement per quarter (i.e. proof of academic achievement, proof of new or increased skills- certifications, etc.)

Inputs	Activities	Outputs	Outcomes		
inputs	Activities	Outputs	Initial	Intermediate	Longer-term
Staff: 1 Lead Administrator and 4 Instructors who are certified teachers	tutoring in the aread	4 successive 9-week tutoring sessions. 100 Students each session	Testing of current academic skills (pretesting)	Improved academic proficiency (monitoring of academic proficiency)	Improved academic proficiency and increased test scores

F.1.

Inputs	Activities	Outputs	Inital	Intermediate	Longer-term
1 Program	Assist individuals	Assess the	1,470	Solve the	Self Sufficiency for
Manager	experiencing	needs of	undupl.		clients
	dire financial	clients, identify	individuals of	clients'	
3 Central	circumstances by	barriers to help	eligible clients	emergent crisis	
Intake Coord.	providing emergency	individuals in	in dire financial	by	
	financial assistance;	our community	need will	avoiding	
7 Full-time	provide community	and linking	receive	eviction	
Financial	resources and	clients to	financial	or utilities	
Assistance Case	referrals when	community	assistance from	shut off	
Managers	appropriate.	resources for	GJFS		
		positive	within three		
2 Part-time		outcomes.	business days		
Case Managers					

Quantifiable Goals

First Quarter

25 City of Hollywood residents that are experiencing dire financial need will either receive emergency assistance within (3) business days or who anticipate eviction/utility shut-off will have their delinquent bill negotiated for a fee reduction/deadline extension by a GJFS Care Manager as documented in the EHR and financial assistance logs

Second Quarter

25 City of Hollywood residents that are experiencing dire financial need will either receive emergency assistance within (3) business days or who anticipate eviction/utility shut-off will have their delinquent bill negotiated for a fee reduction/deadline extension by a GJFS Care Manager as documented in the EHR and financial assistance logs

Third Quarter

25 City of Hollywood residents that are experiencing dire financial need will either receive emergency assistance

within (3) business days or who anticipate eviction/utility shut-off will have their delinquent bill negotiated for a fee reduction/deadline extension by a GJFS Care Manager as documented in the EHR and financial assistance logs

Fourth Quarter

25 City of Hollywood residents that are experiencing dire financial need will either receive emergency assistance within (3) business days or who anticipate eviction/utility shut-off will have their delinquent bill negotiated for a fee reduction/deadline extension by a GJFS Care Manager as documented in the EHR and financial assistance logs

THREE-YEAR PLAN. In order to evaluate the overall sustainability of your program, the CDAB requests each applicant to submit a three-year plan that describes your projected progress over the next three years. It is important to note that the CDAB is paying particular attention to your agency's ability to reduce dependency on City of Hollywood CDBG funds. Indicate whether your organization received CDBG funds within the past three years. If "Yes," include the initial three-year plan with updated information. If "No," submit a three-year plan. This information may be included within the overall business plan (Attachment D). If so, indicate which pages or sections.

At a minimum, the three-year plan must also include the following:

Client projection profile, to include the following:

- Number of Clients to be served per year
- Projected improvement in the cost-of-service delivery per client
- Projected client improvement (i.e., test scores, abilities, certifications, etc.).

Service Delivery Profile:

- Staff qualifications and/or certifications
- Changes in staffing levels
- New services or programs
- Identification of additional funding sources
- · Uses of additional funding
- Projected improvement in the ratio between CDBG funding and other funding.



G. Budget Justification

Case Id: 30040

lame: Goodman Jewish Family Services - 2023

Completed by rreichert@jfsbroward.org on 2/6/2023 11:36 AM

Address: 5890 S. Pine Island Road

G. Budget Justification

Please provide the following information.

G.1. Is the activity for which CDBG funds are being requested part of an overall project?

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Total Project Cost:

\$2,000,000.00

Does the total project cost include funds from other federal, state or local programs?

Yes

Provide the name of the agency or agencies, program(s), amount(s), and year(s) awarded:

Agency Name	Agency Amount	Program Year
Claims Conference	\$750,000	.00 2022
Jewish Federation	\$545,000	.00 2022
United Way	\$175,000	.00 2022
Fundraising	\$95,000	.00 2022
Emergency Food and Shelter Program	\$520,000	.00 2022
	\$2,085,000	.00

G.2. Has this project received City of Hollywood General Funds in the past three (3) years?

Yes

If "yes," provide the name of the program(s), amount(s), and year(s) funded:

Program	Amount	Year
Financial Assistance	\$25,000.00	2022
	\$25,000.00	

Disclose any previous awarded, but unused, CDBG funds and the reason.

\$0.00

Reason for unused funds:

N/A

G.3. Of the total project cost, what percentage has been, or will be financed with CDBG funds?

CDBG Funding	Total Project Cost	Percentage	Unused Funds	Reason for Unused Funds
\$50,000.00	\$2,000,000.00	2.50 %	\$0.00	

G.4. ACTIVITY BUDGET

Attach an itemized activity budget, including any necessary supplemental information. The itemized activity budget must include detailed, line-item budget, including a description of tasks and implementation costs. NOTE: Salary, fringes and related costs are allowed, as long as the salaries are related to specific activity tasks. Narrative justification for each line item (including each salary item) must be provided. The narrative should justify each salary by describing the activity tasks associated with each salary.

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Itemized Activity Budget *Required

FA Activity Budget.pdf

G.5. Are CDBG funds being requested for salaries?

No

G.6. Are CDBG funds being requested for mileage?

۷e

If "yes," explain the purpose of the travel, and estimated mileage:

Travel is necessary to visit clients to complete required forms and collect required documentation.

G.7. Are CDBG funds being requested for Rent?

Yes

If "yes," explain the purpose:

Printed By: Merry Kaye on 4/5/2023

Our clients are often on the brink of being evicted and becoming homeless. Grant funds cover up to a few months' rent to stabilize the client and get them back on track.

G.8. Are CDBG funds being requested for Supplies?

Yes

G.9. Are CDBG funds being requested for Professional Services?

No

G.10. Are CDBG funds being requested for Direct Benefit Reimbursement?

Yes

G.11. From a financial perspective, explain and justify the reason why CDBG funds are needed (i.e., financing gap, location, etc.)

CDBG funds are needed to fill a financial gap clients are experiencing due to unemployment, physical and mental health issues, and emergencies, etc. We provide payment to the landlords or the utility/medical company owed bills. We work with clients in order to develop a sustainable plan for their future and access additional resources from other agencies.

G.12. Justify and document the reasonableness of cost for the amount of CDBG funds being requested per unit of measurement, as included in the activity description

The cost of living, rental payments and food in particular, have skyrocketed. In some cases, rent has increased by 40% while salaries have only increased 4%. The CDBG funds would help cover their financial hardship clients are



experiencing and get them back to a successful life.

No

G.13. Does the activity and/or project for which CDBG funds are being requested propose to generate program income and/or revenue, either directly or indirectly?



H. Matching Contributions

Completed by rreichert@jfsbroward.org on 2/3/2023 4:51 PM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

H. Matching Contributions

Applicants are strongly encouraged to provide matching funds. Matching contributions will positively impact the application. (City Departments are exempt; matching contributions are optional.) Applications that include matching contributions must evidence attached that the matching contribution is available, or will be available, at the beginning of the fiscal year for which CDBG funds are applied.

H.1.	Check the	annronriate	eligible form	(s) of matching	contribution	for the activity
11.4.	CHECK THE	appiopiate	CHEIDIC IOIII	N31 OI IIIALCIIIIE	CONTINUCION	ioi tiie attivity

Cash contributions
 Other federal, state, or local grants or programs
 Fund-raising monies

H.2. Detail all matching contributions for the activity. Include the source, the type of contribution (i.e., grants, loans, own source of funds, real estate, etc.) and the value:

Source of Contribution	Type of Contribution	Value of Contribution
German Claims Conference	Grant	\$750,000
Jewish Federation	Grant	\$545,000
United Way	Grant	\$175,000
Emergency Food & Shelter	Grant	\$520,000
Fundraising	Individuals	\$95,000

H.3. Explain the method utilized to establish the fair market value of land or real estate as a matching contribution: N/A

H.4. Are the matching contributions selected above available now, or to be made available at the beginning of the fiscal year for which funds are being applied?

Yes

If "yes," evidence of availability must be attached.

Itemized Activity Budget *Required

FA Activity Budget.pdf

H.5. Applicants must describe all steps taken to secure other funding for the activity. Attach at least one letter demonstrating that the activity or project has been submitted to other agencies for funding within the last 12 months prior to submission to the City of Hollywood Community Development Division. The agencies determination on those submissions must be included. If no other sources of funding have been sought, provide an explanation:

GJFS is actively pursuing renewals and new grants for its Financial Assistance program. We are attaching the most

recent applications (submitted January 30, 2023) to the Jewish Federation for our Financial Assistance and Homelessness program in the amount of \$545,000.

H.6. Agency Accounting Information:

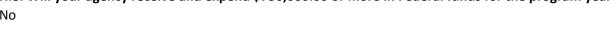
List the name, address, e-mail address and phone number of the Financial Advisor, Accountant, Bookkeeper or Certified Public Accountant who is responsible for financial records:

Barbara Welte-Di Pietro is our Senior Director of Finance and Accounting. She is located at our main office - 5890 S. Pine Island Road, Suite 201, Davie, Florida 33328. Her email is bweltedipietro@jfsbroward.org and her phone number is 954-909-0842.

H.7. Attach a copy of your most recent Certified Independent Audit and a management letter which expresses the opinion that the agency's or organization's internal controls are adequate to safeguard assets.

Certified Independent Audit
GJFS Audited Financials 2022.pdf

H.8. Will your agency receive and expend \$750,000.00 or more in Federal funds for the program year



I. Required Documents

Completed by rreichert@jfsbroward.org on 2/6/2023 11:16 AM

Case Id: 30040

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

Required Documents	
lease provide the following information.	
Occumentation	
Florida Department of Corporations Current Filing Sunbiz *Required	
unbiz Information.pdf	

IRS 990 Forms and Schedules *Required GJFS 990 FY2020-21.pdf

Itemized Project Budget *Required

Goodman JFS Financial Assistance Project Budget.pdf

Letter of Other Sources of Funding Sought *Required
Signed Cooper City LOI.pdf
Signed Hahn Family Foundation LOI.pdf
Signed Orlove Family Foundation LOI.pdf

Signed Hahn Family Foundation LOI.pdf Signed Orlove Family Foundation LOI.pdf Signed Rose Family Foundation LOI.pdf

Letters of Support *Required

Letter of Support for Goodman JFS.6.30.2021.pdf

UnitedWayofBrowardCounty_Letterhead_08182017.pdf

List of Board of Directors and Position *Required
Goodman JFS_Board of Directors_FY24.pdf

Mato	Matching Contributions *Required ching Contributions.docx
Good	Organizational Business Plan *Required Iman JFS_Three Year Strategic Plan_FY24.pdf
B. Or	Organizational Chart *Required g Chart.pdf
√ Posit	Positions, Salaries, Job Descriptions and Professional Development Opportunities *Required ions, Salaries, Job Descriptions.pdf
√ Nadi	Resumes *Required ne Neree Bio.docx

Submit

Man

Completed by rreichert@jfsbroward.org on 2/6/2023 2:46 PM

Name: Goodman Jewish Family Services - 2023

Address: 5890 S. Pine Island Road

30040

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator. Also note: please check your Spam email folder if you have not received any emails from Neighborly.

Case Id:

I certify to the best of my knowledge, that the information provided in this application reflects accurate data regarding need and estimates of planned services.

By signing this application, the undersigned certifies that they have read the Conditions Precedent to City's Disbursements <u>Grant Opportunities</u> and agrees that if the application is accepted, items or services for which prices are quoted will be provided, subject to final negotiation and acceptance by City of Hollywood, and subsequent contract award.

By signing this application, the undersigned certifies that they have read the City's Insurance requirements and agrees that if awarded funding, will comply with all requirements Grant Opportunities

I certify that services provide a direct benefit to City of Hollywood residents or citizens who have been referred by a continuum of care agency of Broward County; is fully licensed and insured (if applicable); does not have any outstanding liens or fines from the City; is not involved in any active litigation against the City; does not have any active City Municipal/Fire Code violations; is not engaged in any type of adverse activity against the City; is in compliance with all Florida, Broward County and City statutes, codes, ordinances and all other rules and regulations.

Signature of Authorized Representative

Rebecca Reichert

Electronically signed by rreichert@jfsbroward.org on 2/6/2023 11:17 AM





Department of State / Division of Corporations / Search Records / Search by FEI/EIN Number /

Detail by FEI/EIN Number

Florida Not For Profit Corporation

DR. STANLEY AND PEARL GOODMAN JFS OF BROWARD COUNTY, INC.

Filing Information

Document Number

705135

FEI/EIN Number

59-0995106

Date Filed

01/31/1963

State

FL

Status

ACTIVE

Last Event

AMENDMENT

Event Date Filed

06/01/2022

Event Effective Date

NONE

Principal Address

5890 S. PINE ISLAND ROAD

SUITE 201

DAVIE, FL 33328

Mailing Address

5890 S. PINE ISLAND ROAD

SUITE 201

DAVIE, FL 33328

Registered Agent Name & Address

JACKMAN, STEPHEN

5890 S. PINE ISLAND ROAD

SUITE 201

DAVIE, FL 33328

Name Changed: 03/26/2021

Address Changed: 08/05/2019

Officer/Director Detail

Name & Address

Title VC CHAIR

JACOBS, DOUG

5890 S. Pine Island Road,

Suite 201

Davie, FL 33328

Title CHAIR

BERMAN, JODI 5890 S. PINE ISLAND ROAD, SUITE 201 DAVIE, FL 33328

Title CEO, President

Colman, Randy 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title COO, Human Resources Officer

Malcun, David 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member, Treasurer

SCHULMAN, DAVID 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member, Vice Chair-at-Large

GOLDBERG, BARBARA 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member, Vice Chair, Personnel

HOFFMAN, MARCY 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Sr. Director of Finance & Accounting

Welte-Di Pietro, Barbara 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

GROSS, ESQ., WILLIAM 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Vice Chair, Resource Committee & Immediate Past Board Chair, Chairman of Finance

JACKMAN, STEVE 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member

GENET, BENJAMIN 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member

HOFFMAN, ZACHARY 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member

LOWELL, MARC 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member

MASAREK, MIKE 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member

NEUMAN, RONIT 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title SECRETARY

NORRIS, WENDI

5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Board Member

ROSS, DR. SHELDON 5890 S. Pine Island Road, Suite 201 Davie, FL 33328

Title Director

SANDLER, ERIS 5890 S. PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title Sr. Director of Finance & Accounting

SCHWARTZ, SHARON 5890 S. PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title Board Member

WISE, SETH 5890 S. PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title Board Member

KASTEN, LISA 5890 S. PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title Board Member Emeritus

Goodman, Stanley & Pearl 5890 S. PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title BOARD MEMBER

AFRIK, STEVE B 5890 S PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title BOARD MEMBER

FREEDMAN, ABBY M 5890 S PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title BOARD MEMBER

LOWELL, LILI 5890 S PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Title BOARD MEMBER

MASKOWITZ, JARED, COMM. 5890 S PINE ISLAND ROAD SUITE 201 DAVIE, FL 33328

Annual Reports

Report Year	Filed Date
2020	04/08/2020
2021	03/26/2021
2022	01/05/2022

Document Images

· · · · · · · · · · · · · · · · · · ·	
06/01/2022 Amendment	View image in PDF format
01/05/2022 ANNUAL REPORT	View image in PDF format
03/26/2021 ANNUAL REPORT	View image in PDF format
05/14/2020 AMENDED ANNUAL REPORT	View image in PDF format
04/08/2020 ANNUAL REPORT	View image in PDF format
08/05/2019 Reg. Agent Change	View image in PDF format
04/29/2019 ANNUAL REPORT	View image in PDF format
04/23/2018 ANNUAL REPORT	View image in PDF format
04/22/2017 ANNUAL REPORT	View image in PDF format
04/27/2016 ANNUAL REPORT	View image in PDF format
11/04/2015 AMENDED ANNUAL REPORT	View image in PDF format
03/18/2015 ANNUAL REPORT	View image in PDF format
09/19/2014 Name Change	View image in PDF format
01/07/2014 ANNUAL REPORT	View image in PDF format
01/22/2013 ANNUAL REPORT	View image in PDF format
01/03/2012 ANNUAL REPORT	View image in PDF format
01/03/2011 ANNUAL REPORT	View image in PDF format
01/05/2010 ANNUAL REPORT	View image in PDF format
01/09/2009 ANNUAL REPORT	View image in PDF format

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01/02/2008 ANNUAL REPORT	View image in PDF format
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08/18/2005 REINSTATEMENT	View image in PDF format
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02/12/1997 ANNUAL REPORT	View image in PDF format
09/03/1996 ANNUAL REPORT	View image in PDF format
05/23/1995 ANNUAL REPORT	View image in PDF format

Florida Department of State, Division of Corporations

Return of Organization Exempt From Income Tax

Form **990**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

		of the Tre				Social Security nabout Form 990 a	and its i	instructions	s is at ww	vw.irs.gov	•		Open to Public Inspection
A F	or th	e 202		dar year, or tax				01 , 2020		nding	_		/30 ,20 ₂₁
3 c	heck if ap	oplicable:		of organization DR . BROWARD COU			G00:	DMAN JF	'S		D Employer id	entifica	ation number
	Addre		Doing	Business As							59-0995	5106	
	7 '	change	Numb	er and street (or P.O	. box if mail is	not delivered to street	t address	5)	Room/su	ite	E Telephone n	umber	
	Initial	return	598	0 S PINE IS	LAND RO	AD, STE 201					(954) 37	0 - 2	140
	Termi	inated	City o	r town, state or provi	nce, country, a	and ZIP or foreign pos	stal code	•					
	Amen		DAV	IE, FL 3332	8						G Gross receip	ts \$	29,195,608
	Applic	cation	F Name	and address of princ	ipal officer:	RANDY COI	LMAN				H(a) Is this a gro subordinates		n for Yes X N
		9	598	0 S PINE IS	LAND RO	AD, DAVIE,	FL 33	3328			H(b) Are all subord		cluded? Yes N
	Tax-ex	empt st	atus:	X 501(c)(3)	501(c) () (insert no.	.)	4947(a)(1)	or	527	If "No," atta	ch a list.	. (see instructions)
J	Websi	te: 🕨	WWW.J	FSBROWARD.C	RG					•	H(c) Group exem	ption nu	ımber 🕨
(Form o	of organ	ization:	X Corporation	Trust	Association O	Other >		L Ye	ear of forma	tion: 1963 M	State	of legal domicile: FL
Р	art I	Sui	mmary						'		•		
	1	Briefly	/ describ	e the organization	's mission o	most significant a	activities	DEDICA	ATED I	O EMPO	WERING IN	DIV	IDUALS,
ė				ENING FAMIL									
ă		SOC	IAL S	ERVICES TO	THE ENTI	RE COMMUNI	TY, B	BASED ON	N JEWI	SH VAL	LUES.		
/er	2	Check	this box	if the or	ganization d	scontinued its op	erations	s or dispose	ed of mor	e than 25%	6 of its net asset	s.	
Governance	3	Numb	er of vot	ing members of th	e governing	body (Part VI, line	1a)					3	21.
<u>«</u>				lependent voting m								4	21.
ţ.	5	Total	number	of individuals emp	loyed in cale	ndar year 2020 (P	art V, lin	ne 2a)				5	74.
Activities &				of volunteers (estin								6	250.
Ă	7a	a Total unrelated business revenue from Part VIII, column (C), line 12									7a	(
				business taxable i								7b	(
											Prior Year		Current Year
a	8	Contri	butions	and grants (Part VI	II, line 1h)					$\neg \Box$	25,884,03	39.	28,722,427
Revenue	9	I COPT FOR II								482,40	460,723		
eve	10	Invest	ment in	come (Part VIII, col	umn (A), line	es 3, 4, and 7d)		PUBLIC IN	NSPECTI	ON	27,16		12,240
œ	11			e (Part VIII, column							-78,13	39.	(
				- add lines 8 throu							26,315,47	70.	29,195,390
	13	Grant	s and si	milar amounts paid	(Part IX, colu	ımn (A), lines 1-3)					20,147,78	37.	21,722,306
	14	Benef	its paid	to or for members (Part IX, colu	mn (A), line 4)						0.	(
Ş	15			r compensation, er							5,064,09	4,984,640	
Expenses	16a	Profes	ssional f	undraising fees (Pa	rt IX, column	(A), line 11e)						0.	(
xpe	b			ing expenses (Part				424,326					
Ш	17			es (Part IX, column							1,544,59	1.	1,551,461
	18	Total	expense	s. Add lines 13-17	(must equal	Part IX, column (A	A), line 2	5)			26,756,47		28,258,407
	19	Rever	ue less	expenses. Subtrac	t line 18 from	line 12					-441,00	3.	936,983
sor	20 21 22									Begir	nning of Current		End of Year
sets alan	20	Total a	assets (F	Part X, line 16)							8,721,94		9,005,897
d As	21	Total I	liabilities	(Part X, line 26)							5,229,87		4,569,232
ᇗ	22	Net as	sets or	fund balances. Su	btract line 21	from line 20					3,492,07	72.	4,436,665
Pa	art II	Sig	gnature	Block									
Un tru	der per e, corre	nalties o	of perjury, complete	I declare that I have Declaration of prepa	e examined thi rer (other than	s return, including a officer) is based on	accompa all inforn	nying schedunation of whi	ules and s ch prepar	tatements, a er has any k	and to the best of nowledge.	f my k	nowledge and belief, it is
Sig	jn		Signatur	e of officer							Date		
Чē			-										
			Type or r	print name and title									
				parer's name		P. parer's signature	e		Date		Check	if P	PTIN
Paid	d	PAU:		MMERSCHMIDT		tathou		days.		24/2022	self-employ	J "'	P01384178
re	parer			▶ BDO USA,	LLP	J. 22 /- 1000	XIVY UP	11102			Firm's EIN		

For Paperwork Reduction Act Notice, see the separate instructions.

May the IRS discuss this return with the preparer shown above? (see instructions)

Form **990** (2020)

212-885-8000 X Yes

Firm's address ▶ 100 PARK AVENUE NEW YORK, NY 10017-5001

No

Page 2 Form 990 (2020)

Pa	Statement of Program Service Accomplishments
	Check if Schedule O contains a response or note to any line in this Part III Briefly describe the organization's mission:
	DR. STANLEY & PEARL GOODMAN JFS OF BROWARD COUNTY, INC. IS DEDICATED
	TO EMPOWERING INDIVIDUALS, STRENGTHENING FAMILIES, AND PROTECTING THE
	VULNERABLE BY PROVIDING EXCEPTIONAL SOCIAL SERVICES TO THE ENTIRE
	COMMUNITY, BASED ON JEWISH VALUES.
2	Did the organization undertake any significant program services during the year which were not listed on the
_	prior Form 990 or 990-EZ?
	If "Yes," describe these new services on Schedule O.
3	Did the organization cease conducting, or make significant changes in how it conducts, any program
-	services?Yes X
	If "Yes," describe these changes on Schedule O.
4	Describe the organization's program service accomplishments for each of its three largest program services, as measured
	expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to other
	the total expenses, and revenue, if any, for each program service reported.
4a	(Code:) (Expenses \$26,748,000. including grants of \$21,722,306.) (Revenue \$460,723.)
	THE AGENCY PROVIDES VARIOUS SERVICES, PRIMARILY TO THE MEMBERS OF
	THE JEWISH COMMUNITY IN BROWARD COUNTY, INCLUDING COUNSELING, CARE
	MANAGEMENT, AND FINANCIAL ASSISTANCE TO THOSE IN NEED.
	(O. d.) (Farance & '. d. d'. a anata (
4b	(Code:) (Expenses \$including grants of \$) (Revenue \$)
4c	(Code:) (Expenses \$ including grants of \$) (Revenue \$)
_	
4d	Other program services (Describe on Schedule O.)
	(Expenses \$ including grants of \$) (Revenue \$)
	06 840 000

Form **990** (2020)

Form 990 (2020) Page **3**

Par	Checklist of Required Schedules		Yes	No
4	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes,"		162	No
1	complete Schedule A	1	Х	
2	Is the organization required to complete Schedule B, Schedule of Contributors See instructions?	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to	_		
	candidates for public office? If "Yes," complete Schedule C, Part I	3		Х
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h)			
	election in effect during the tax year? If "Yes," complete Schedule C, Part II	4		X
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues,			
	assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors			
	have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If			
	"Yes," complete Schedule D, Part I	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space,	_		37
•	the environment, historic land areas, or historic structures? <i>If</i> "Yes," complete Schedule D, Part II.	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes,"			Х
9	complete Schedule D, Part III	8		
9	custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or			
	debt negotiation services? If "Yes," complete Schedule D, Part IV	9		Х
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments	_		
. •	or in quasi endowments? If "Yes," complete Schedule D, Part V	10	Х	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI,			
	VII, VIII, IX, or X as applicable.			
а	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes,"			
	complete Schedule D, Part VI	11a	Х	
b	Did the organization report an amount for investments-other securities in Part X, line 12, that is 5% or more			
	of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b		X
С	Did the organization report an amount for investments-program related in Part X, line 13, that is 5% or more			
	of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII.	11c		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets	l	37	
	reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	X	
	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	Λ	
•	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	Х	
12 a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete	111		
	Schedule D, Parts XI and XII.	12a		Х
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If			
	"Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	Х	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		X
14 a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking,			
	fundraising, business, investment, and program service activities outside the United States, or aggregate			
	foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b		X
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or			37
4.0	for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15		X
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other	4.0		Х
17	assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on	16		
17	Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I See instructions	17		Х
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on			
. •	Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18		Х
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a?			
-	If "Yes," complete Schedule G, Part III	19		Х
20 a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a		X
	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or			
	domestic government on Part IX, column (A), line 12 If "Ves." complete Schedule I, Parts Land II	21		X

Form 990 (2020) Page 4

Par	Checklist of Required Schedules (continued)		V	Na
	Pild		Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on		Х	
00	Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	Λ	
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the			
	organization's current and former officers, directors, trustees, key employees, and highest compensated	00	Х	
04-	employees? If "Yes," complete Schedule J.	23	Λ	
24 a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than			
	\$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b	0.4-		Х
L	through 24d and complete Schedule K. If "No," go to line 25a			
	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? Did the organization maintain an escrow account other than a refunding escrow at any time during the year	24b		
C		240		
4	to defease any tax-exempt bonds?			
		24d		
25 a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit	25a		Х
L	transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		
D	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ?			
		25b		Х
26	If "Yes," complete Schedule L, Part I	230		
20	or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35%			
	controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II	26		Х
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key	20		
21	employee, creator or founder, substantial contributor or employee thereof, a grant selection committee			
	member, or to a 35% controlled entity (including an employee thereof) or family member of any of these			
	persons? If "Yes," complete Schedule L, Part III	27		Х
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L,			
20	Part IV instructions, for applicable filing thresholds, conditions, and exceptions):			
а	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If			
u	"Yes," complete Schedule L, Part IV	28a		Х
b	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV.	28b		X
	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If	200		
·	"Yes," complete Schedule L, Part IV	28c		Х
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If</i> "Yes," <i>complete Schedule M</i>	29	Х	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified			
	conservation contributions? If "Yes," complete Schedule M	30		Х
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes,"			
-	complete Schedule N, Part II	32		Х
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations			
	sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I	33		X
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III,			
	or IV, and Part V, line 1	34	X	
35 a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a			
	controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable			
	related organization? If "Yes," complete Schedule R, Part V, line 2	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization			
	and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and			
	19? Note : All Form 990 filers are required to complete Schedule O.	38	Х	
Part				
	Check if Schedule O contains a response or note to any line in this Part V	<u></u>		
			Yes	No
	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	-		
	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	-		
С	Did the organization comply with backup withholding rules for reportable payments to vendors and		37	
	reportable gaming (gambling) winnings to prize winners?	1c	X	

Form **990** (2020)

Form 990 (2020) Page 5

Par	Statements Regarding Other IRS Filings and Tax Compliance (continued)						
			Yes	No			
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax						
	Statements, filed for the calendar year ending with or within the year covered by this return 2a 74						
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	Х				
	Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)						
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		X			
	b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O						
	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over,						
74	a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		Х			
h							
D	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).						
_		50		Х			
	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X			
	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b					
	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c					
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the						
	organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X			
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or						
	gifts were not tax deductible?	6b					
7	Organizations that may receive deductible contributions under section 170(c).						
а	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods						
	and services provided to the payor?	7a	Х				
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	Х				
	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was						
	required to file Form 8282?	7c		Х			
А	If "Yes," indicate the number of Forms 8282 filed during the year						
	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		Х			
		7f		Х			
	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?						
_	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g					
	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?.	7h					
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the						
	sponsoring organization have excess business holdings at any time during the year?	8					
	Sponsoring organizations maintaining donor advised funds.						
а	Did the sponsoring organization make any taxable distributions under section 4966?	9a					
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b					
10	Section 501(c)(7) organizations. Enter:						
а	Initiation fees and capital contributions included on Part VIII, line 12						
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b						
а	Gross income from members or shareholders						
b	Gross income from other sources (Do not net amounts due or paid to other sources						
	against amounts due or received from them.)						
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a					
	If "Yes," enter the amount of tax-exempt interest received or accrued during the year						
	Section 501(c)(29) qualified nonprofit health insurance issuers.						
	Is the organization licensed to issue qualified health plans in more than one state?	13a					
а							
	Note: See the instructions for additional information the organization must report on Schedule O.						
D	Enter the amount of reserves the organization is required to maintain by the states in which						
	the organization is licensed to issue qualified health plans						
	Enter the amount of reserves on hand	4.4		v			
	Did the organization receive any payments for indoor tanning services during the tax year?	14a		X			
	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b					
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or						
	excess parachute payment(s) during the year?	15		X			
	If "Yes," see instructions and file Form 4720, Schedule N.						
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16		Х			
	If "Yes," complete Form 4720, Schedule O.						

Form 990 (2020) DR. STANLEY AND PEARL GOODMAN JFS Page 6 Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

Sect	ion A. Governing Body and Management				
				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year <u>1</u>	a 21			
	If there are material differences in voting rights among members of the governing body, or				
	if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent 1	b 21			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relation	onship with			
_	any other officer, director, trustee, or key employee?	-	2		X
3	Did the organization delegate control over management duties customarily performed by or unde				
	supervision of officers, directors, trustees, or key employees to a management company or other pers		3		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		4		Х
5	Did the organization become aware during the year of a significant diversion of the organization's ass		5		Х
6	Did the organization have members or stockholders?		6		Х
7a	Did the organization have members, stockholders, or other persons who had the power to elect	or appoint			
ı a	one or more members of the governing body?		7a		Х
L	Are any governance decisions of the organization reserved to (or subject to approval by)				
b			7b		Х
	stockholders, or persons other than the governing body?				
8	Did the organization contemporaneously document the meetings held or written actions underta	aken during			
	the year by the following:		8a	Х	
а	The governing body?		8b	X	
b	Each committee with authority to act on behalf of the governing body?		60	21	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be the organization's mailing address? <i>If "Yes," provide the names and addresses on Schedule O</i>	reached at	9		Х
Soct	ion B. Policies (This Section B requests information about policies not required by the Intern			1	21
Seci	ion B. Folicies (This Section B requests information about policies not required by the intern	ai Neveriue	Code	·) Yes	No
			10a		X
	Did the organization have local chapters, branches, or affiliates?		IVa		21
b	If "Yes," did the organization have written policies and procedures governing the activities of suc	-	10b		
	affiliates, and branches to ensure their operations are consistent with the organization's exempt purpose		11a	X	
	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing	g the form?	Ha	21	
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		42-	Χ	
12a	1 7 7 8		12a	71	
b	, , , , , , , , , , , , , , , , , , , ,	t could give	40.	v	
	rise to conflicts?		12b	X	
С	Did the organization regularly and consistently monitor and enforce compliance with the police	cy? If "Yes,"	.	77	
	describe in Schedule O how this was done		12c	X	
13	Did the organization have a written whistleblower policy?		13	X	
14	Did the organization have a written document retention and destruction policy?		14	X	
15	Did the process for determining compensation of the following persons include a review and	approval by			
	independent persons, comparability data, and contemporaneous substantiation of the deliberation ar	nd decision?			
а	The organization's CEO, Executive Director, or top management official		15a	X	
b	Other officers or key employees of the organization		15b	Х	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).				
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar a	rrangement			
	with a taxable entity during the year?		16a		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to				
	participation in joint venture arrangements under applicable federal tax law, and take steps to sa				
	organization's exempt status with respect to such arrangements?		16b		
Sect	ion C. Disclosure				
17	List the states with which a copy of this Form 990 is required to be filed ▶ FL,				
18	Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 99	0, and 990-T	(Sec	tion 5	01(c)
	(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.		,		. ,
	X Own website Another's website X Upon request Other (explain on Sched	dule O)			
19	Describe on Schedule O whether (and if so, how) the organization made its governing documer	nts, conflict o	f inter	est n	olicv.
	and financial statements available to the public during the tax year.				- ,,
20	State the name, address, and telephone number of the person who possesses the organization's boo DAVID MARCUN, 5890 S PINE ISLAND ROAD, DAVIE, FL 33328 954-370-2140	ks and record	s >		
	DAVID MARCUN, 5890 S PINE ISLAND ROAD, DAVIE, FL 33328 954-370-2140				

Form **990** (2020)

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, **Independent Contractors**

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's current officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's current key employees, if any. See instructions for definition of "key employee."
- List the organization's five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's former officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	box, office or direct	unles	Pos heck ss pe	rson	e than construction is both tor/trust employee	an	(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
						ed				
(1) RANDY KOMISNKY	39.00									
PRESIDENT/CEO (THRU 12/2020)	1.00			Х				232,917.	0.	18,633.
(2)LISA RAHMAN	0.									
CEO (THRU 5/1/2020)	0.						Х	163,084.	0.	15,500.
(3) CLAUDIA WELSH	40.00									
DIR. STRATEGIC DEVELOPMENT	0.					X		150,879.	0.	0.
(4) ERIC TROY	40.00									
DIR. HOLOCAUST SURVIVORS ASSIS	0.					Х		145,076.	0.	0.
(5)JESSICA RUIZ	40.00									
DIR. BEHAVIORAL HEALTH	0.					X		119,467.	0.	0.
(6) BARRY JOHNSON	39.00									
CFO (THRU 7/2/2020)	1.00			Х				70,000.	0.	0.
(7)DAVID MALCUN (SEE SCH O)	39.00									
SENIOR DIR OF HR (EFF 9/20)	1.00			Х				24,000.	0.	0.
(8) DOUG JACOBS	1.00									
CHAIRMAN	2.00	Х		Х				0.	0.	0.
(9) ALAN B. COHN	1.00									
CHAIR	1.00	Х		Х				0.	0.	0.
(10) DAVID SCHULMAN	1.00							_	_	_
TREASURER	2.00	Х		Х				0.	0.	0.
(11) DOUG COHEN	1.00									
SECRETARY	0.	Х		Х				0.	0.	0.
(12) JODI BERMAN	1.00									
CHAIR AT LARGE	0.	X						0.	0.	0.
(13) IVY FEINSTEIN	1.00	37							_	
BOARD MEMBER	0.	Х						0.	0.	0.
(14) BENJAMIN GENET	1.00	₩.							_	0.
BOARD MEMBER	0.	X						0.	0.	<u> </u>

Form **990** (2020)

Form 990 (2020) Page **8**

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A)	(B)	(C)						(D)	(E)	(F)	
Name and title	Average hours per week (list any hours for	box,	unles	heck ss pe	erson	e than o is both tor/trust	an	Reportable compensation from the	Reportable compensation from related	Estimated amount of other compensation	
	related organizations below dotted line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	organization (W-2/1099-MISC)	organizations (W-2/1099-MISC)	from the organization and related organizations	
15) BARBARA GOLDBERG	1.00										
CHAIR AT LARGE	0.	Х						0	0.	0	
16) MARCY HOFFMAN	1.00										
BOARD MEMBER	0.	Х						0	0.	0	
17) ZACHARY HOFFMAN	1.00										
BOARD MEMBER	0.	Х						0	0.	0	
18) ROBERT ISBITTS	1.00										
BOARD MEMBER	0.	X						0	0.	0	
19) STEPHEN JACKMAN	1.00										
CHAIR AT LARGE	2.00	X						0	0.	0	
20) MARC LOWELL	1.00										
BOARD MEMBER	0.	X						0	0.	0	
21) MIKE MASAREK	1.00										
BOARD MEMBER	0.	X						0	0.	0	
22) RONIT NEUMAN	1.00										
BOARD MEMBER	0.	Х						0	0.	0	
23) DR. SHELDON ROSS	1.00										
CHAIR AT LARGE	2.00	X						0	0.	0	
24) ERIS SANDLER	1.00										
BOARD MEMBER	0.	Х						0	0.	0	
25) SHARON SCHWARTZ	1.00										
BOARD MEMBER	1.00	Х						0	0.	0	
1b Sub-total								905,423.	0.	34,133.	
c Total from continuation sheets to Part VII, S	ection A		-	-			\blacktriangleright	0.	0.	0.	
d Total (add lines 1b and 1c)							>	905,423.	0.	34,133.	
2 Total number of individuals (including but not reportable compensation from the organization			liste	d al	bov	e) who	o re	ceived more than	\$100,000 of		
										Yes No	
3 Did the organization list any former office employee on line 1a? If "Yes," complete Schedu										3 X	
4 For any individual listed on line 1a, is the organization and related organizations graindividual	sum of rep eater than	ortab \$15	ole o 50,0	com 00?	per	nsation "Yes	n aı s,"	nd other compens	sation from the	4 X	

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
ATTACHMENT 1		

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ▶ 4

Form **990** (2020)

Part VII

Χ

Part VII Section A. Officers, Directors, Tru	ustees, Ke	y En	plo	ye	es,	and F	ligl	hest Compensat	ed Emplo	yees (d	ontinue		Page 8
(A) Name and title	(B) Average hours per week (list any hours for	box,	unles	Pos heck ss pe	erson	e than o is both or/trust	an ee)	(D) Reportable compensation from the	(E) Report compensat relate organiza	able tion from ed	am	(F) stimated nount of other pensatio	f
	related organizations below dotted line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	organization (W-2/1099-MISC)	(W-2/1099		org: and	om the anizatio d related anization	d
26) ELEN SREDNI	1.00												
BOARD MEMBER	0.	Х						0.		0.			0
27) AMY STOLBERG	1.00									0			0
BOARD MEMBER 28) SETH WISE	1.00	X						0.	•	0.			0
BOARD MEMBER	1.00	X						0.		0.			0
		-											
1b Sub-total							>	0.		0.			0.
c Total from continuation sheets to Part VII, S	ection A												
d Total (add lines 1b and 1c)							re	ceived more than	\$100,000	of			
reportable compensation from the organizatio	n ▶	į	5									I I	
3 Did the organization list any former office												Yes	No
employee on line 1a? If "Yes," complete Sched	ule J for su	ch ina	livid	ual							3	X	
4 For any individual listed on line 1a, is the organization and related organizations gr	eater than	\$15	50,0	00?) If	"Yes	,"	complete Schedu	le J for	such		Х	
 individual	accrue co	mpen	sati	on 1	fron	n any	un	related organization	on or indiv	/idual	5	Λ	Х
Section B. Independent Contractors	es, comple	16 301	ieuu	iie J	101	Sucri	ρει	3011					
Complete this table for your five highest component compensation from the organization. Report of year.													
(Δ)							T	(B)			(C)		

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization \blacktriangleright

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Statement of Revenue Part VIII

Check if Schedule O contains a response or note to any line in this Part VIII (A) Total revenue (B) (C) Related or exempt Unrelated Revenue excluded function revenue business revenue from tax under sections 512-514 Contributions, Gifts, Grants and Other Similar Amounts Membership dues **c** Fundraising events 1c d Related organizations 2,066,883. Government grants (contributions) . . 1e 669,590 All other contributions, gifts, grants, and similar amounts not included above . 25,985,954 1f g Noncash contributions included in 368,954 lines 1a-1f. 1g \$ Total. Add lines 1a-1f 28,722,427 **Business Code** Program Service Revenue COUNSELING SERVICES 624100 460,723 460,723 b d е All other program service revenue 460,723. Investment income (including dividends, interest, and 12,458 12,458 0. 4 Income from investment of tax-exempt bond proceeds . 5 0. (i) Real (ii) Personal 6a Gross rents 6a **b** Less: rental expenses 6b Rental income or (loss) 6c d Net rental income or (loss) Gross amount from (i) Securities (ii) Other sales of assets other than inventory 7a b Less: cost or other basis Other Revenue 7b 218 and sales expenses . . -218. c Gain or (loss) 7c -218 -218 d Net gain or (loss) 8a Gross income from fundraising events (not including \$ _ of contributions reported on line 1c). See Part IV, line 18 8a 0. 8b **b** Less: direct expenses 0. c Net income or (loss) from fundraising events. 9a Gross income from gaming 0. activities. See Part IV, line 19 0. 9b **b** Less: direct expenses 0. c Net income or (loss) from gaming activities. \triangleright 10a Gross sales of inventory, less Ω returns and allowances 0. Net income or (loss) from sales of inventory 0. **Business Code** Miscellaneous Revenue 11a d All other revenue 0. Total. Add lines 11a-11d Total revenue. See instructions 29,195,390. 460,723. 12,240.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

	Check if Schedule O contains a resp	· · · · · · · · · · · · · · · · · · ·		· · · · · · · · · · · · · · · · · · ·	
<u></u>				(C)	(D)
	not include amounts reported on lines 6b, 7b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service	Management and	Fundraising
			expenses	general expenses	expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	0.			
2	Grants and other assistance to domestic individuals. See Part IV, line 22	21,722,306.	21,722,306.		
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	0.			
4	Benefits paid to or for members	0.			
5	Compensation of current officers, directors, trustees, and key employees	289,916.	130,462.	115,967.	43,487.
6	Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and				
	persons described in section 4958(c)(3)(B)	0.			
7	Other salaries and wages	3,713,739.	3,105,049.	327,424.	281,266.
		, ,		,	· · · · · · · · · · · · · · · · · · ·
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	41,612.	34,090.	5,883.	1,639.
9	Other employee benefits	621,486.	509,144.	87,858.	24,484.
10	Payroll taxes	317,887.	260,424.	44,939.	12,524.
11	Fees for services (nonemployees):				
а	Management	0.			
	Legal	19,842.		19,842.	
	Accounting	34,000.		34,000.	
	Lobbying	0.			
	Professional fundraising services. See Part IV, line 17	0.			
	Investment management fees	203.		203.	
	Other. (If line 11g amount exceeds 10% of line 25, column				
9		559,843.	392,450.	136,874.	30,519.
12	(A) amount, list line 11g expenses on Schedule O.)	98,476.	31,288.	67,188.	
	Advertising and promotion	226,591.	138,557.	77,769.	10,265.
13	Office expenses	0.		,	
14	Information technology	0.			
15	Royalties	194,124.	155,927.	29,626.	8,571.
16	Occupancy	12,219.	10,982.	1,156.	81.
17	Travel	12,219.	10,902.	1,150.	01.
18	Payments of travel or entertainment expenses for any federal, state, or local public officials	0.			
19	Conferences, conventions, and meetings	1,213.	1,148.	65.	
20	Interest	15,130.		15,130.	
21	Payments to affiliates	0.			
22	Depreciation, depletion, and amortization	68,867.	30,002.	38,865.	
23	Insurance	92,460.	74,715.	13,944.	3,801.
24	Other expenses. Itemize expenses not covered				
	above (List miscellaneous expenses on line 24e. If				
	line 24e amount exceeds 10% of line 25, column				
	(A) amount, list line 24e expenses on Schedule O.)				
_	DUES AND SUBSCRIPTIONS	74,062.	46,845.	24,280.	2,937.
_	INDIRECT EVENT EXPENSES	21,059.	9,787.	10,732.	540.
~	BAD DEBT EXPENSE	5,898.	27,07.	5,898.	
_	MISCELLANEOUS EXPENSES	127,474.	94,824.	28,438.	4,212.
_		12//1/14	71,024.	20, 130.	1,414,
	All other expenses Add lines 1 through 246	28,258,407.	26,748,000.	1,086,081.	424,326.
	Total functional expenses. Add lines 1 through 24e Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here if following SOP 98-2 (ASC 958-720)	0.	20,710,000.	1,000,001.	121,320.
	10.10.11.11g 001 00 2 (100 000-120)	0.			- 000 (assa)

Form 990 (2020) Page **11**

Part X Balance Sheet

		Check if Schedule O contains a response or note to any line in this P	art X		
			(A) Beginning of year		(B) End of year
	1	Cash - non-interest-bearing	2,020,478.	1	3,312,702.
	2	Savings and temporary cash investments	2,880,185.	2	356,540.
	3	Pledges and grants receivable, net	554,439.	3	685,773.
	4	Accounts receivable, net	38,039.	4	28,895.
	5	Loans and other receivables from any current or former officer, director,			
		trustee, key employee, creator or founder, substantial contributor, or 35%			
		controlled entity or family member of any of these persons	0.	5	0.
	6	Loans and other receivables from other disqualified persons (as defined			
		under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	0.	6	0.
ţ	7	Notes and loans receivable, net	0.	7	0.
Assets	8	Inventories for sale or use	0.	8	0.
ä	9	Prepaid expenses and deferred charges	64,292.	9	36,602.
	10 a	Land, buildings, and equipment: cost or other			
		basis. Complete Part VI of Schedule D 10a 582, 549.			
	b	Less: accumulated depreciation	370,268.	10c	304,937.
	11	Investments - publicly traded securities	79,012.	11	91,319.
	12	Investments - other securities. See Part IV, line 11	0.	12	0.
	13	Investments - program-related. See Part IV, line 11.	0.	13	0.
	14	Intangible assets	0.	14	0.
	15	Other assets. See Part IV, line 11	2,715,229.	15	4,189,129.
	16	Total assets. Add lines 1 through 15 (must equal line 33)	8,721,942.	16	9,005,897.
	17	Accounts payable and accrued expenses	1,082,103.	17	1,500,405.
	18	Grants payable	0.	18	0.
	19	Deferred revenue	656,561.	19	286,146.
	20	Tax-exempt bond liabilities	0.	20	0.
	21	Escrow or custodial account liability. Complete Part IV of Schedule D	0.	21	0.
es	22	Loans and other payables to any current or former officer, director,			
Liabilities		trustee, key employee, creator or founder, substantial contributor, or 35%			
iab		controlled entity or family member of any of these persons	0.	22	0.
_	23	Secured mortgages and notes payable to unrelated third parties	0.	23	0.
	24	Unsecured notes and loans payable to unrelated third parties	0.	24	0.
	25	Other liabilities (including federal income tax, payables to related third			
		parties, and other liabilities not included on lines 17-24). Complete Part X	2 401 006		0 500 601
		of Schedule D	3,491,206.		2,782,681.
	26	Total liabilities. Add lines 17 through 25	5,229,870.	26	4,569,232.
Seou		Organizations that follow FASB ASC 958, check here ► X and complete lines 27, 28, 32, and 33.			
alai	27	Net assets without donor restrictions	3,188,354.	27	4,171,971.
Ä	28	Net assets with donor restrictions	303,718.	28	264,694.
Fund Balances		Organizations that do not follow FASB ASC 958, check here ▶ and complete lines 29 through 33.			
Assets or	29	Capital stock or trust principal, or current funds		29	
ets	30	Paid-in or capital surplus, or land, building, or equipment fund.		30	
ASS	31	Retained earnings, endowment, accumulated income, or other funds		31	
Net /	32	Total net assets or fund balances	3,492,072.	32	4,436,665.
Z	33	Total liabilities and net assets/fund balances	8,721,942.	33	9,005,897.
					Form 990 (2020)

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Part	XI Reconciliation of Net Assets					
	Check if Schedule O contains a response or note to any line in this Part XI					
1	Total revenue (must equal Part VIII, column (A), line 12)	1			95,3	
2	Total expenses (must equal Part IX, column (A), line 25)	2	2	8,2	58,4	07.
3	Revenue less expenses. Subtract line 2 from line 1	3			36,9	
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4		3,4	92,0	
5	Net unrealized gains (losses) on investments	5			2,6	515.
6	Donated services and use of facilities	6				0.
7	Investment expenses	7				0.
8	Prior period adjustments	8			4,9	95.
9	Other changes in net assets or fund balances (explain on Schedule O)	9				0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line					
	32, column (B))	10		4,4	36,6	65.
Part	XII Financial Statements and Reporting					
	Check if Schedule O contains a response or note to any line in this Part XII					
			_		Yes	No
1	Accounting method used to prepare the Form 990: Cash X Accrual Other					
	If the organization changed its method of accounting from a prior year or checked "Other," e	xplain	in			
	Schedule O.					
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?.			2a		X
	If "Yes," check a box below to indicate whether the financial statements for the year were cor	npiled	or			
	reviewed on a separate basis, consolidated basis, or both:					
	Separate basis Consolidated basis Both consolidated and separate basis					
b	Were the organization's financial statements audited by an independent accountant?			2b	Х	
	If "Yes," check a box below to indicate whether the financial statements for the year were aud	ted or	na			
	separate basis, consolidated basis, or both:					
	Separate basis X Consolidated basis Both consolidated and separate basis					
С	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for over	ersight	of			
	the audit, review, or compilation of its financial statements and selection of an independent accounted	nt?		2c	Х	
	If the organization changed either its oversight process or selection process during the tax year, e	xplain	on			
	Schedule O.					
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set fo	rth in t	the			
	Single Audit Act and OMB Circular A-133?			3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not und	lergo	the			
	required audit or audits, explain why on Schedule O and describe any steps taken to undergo such a	udits .		3b		

SCHEDULE A (Form 990 or 990-EZ)

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust. ► Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047 Open to Public Inspection

Department of the Treasury Internal Revenue Service Name of the organization

DR. STANLEY AND PEARL GOODMAN JFS

Employer identification number 59-0995106

OF	BROWARD COUNTY, INC.					59-099510	06
Pa	rt I Reason for Public Cha	rity Status. (All	organizations must	complet	e this p	art.) See instructions	S.
The	organization is not a private fou	ndation because it	t is: (For lines 1 through	gh 12, ch	eck only	one box.)	
1	A church, convention of chu	urches, or associa	tion of churches descr	ribed in s	ection 1	70(b)(1)(A)(i).	
2	A school described in secti	on 170(b)(1)(A)(ii)	. (Attach Schedule E	(Form 99	90 or 990)-EZ).)	
3	A hospital or a cooperative	hospital service o	rganization described	in sectio	n 170(b)	(1)(A)(iii).	
4	A medical research organiz	zation operated in	conjunction with a hos	spital de	scribed in	n section 170(b)(1)(A)	(iii). Enter the
	hospital's name, city, and st	tate:					
5	An organization operated to	for the benefit of	a college or universit	y owned	d or ope	rated by a governme	ntal unit described in
	section 170(b)(1)(A)(iv). (C	Complete Part II.)					
6	A federal, state, or local go	overnment or gove	rnmental unit describe	d in sect	ion 170(b)(1)(A)(v).	
7	X An organization that norma	ally receives a sub	ostantial part of its su	pport fro	om a go	vernmental unit or fro	om the general public
	described in section 170(b))(1)(A)(vi). (Compl	ete Part II.)				
8	A community trust describe	ed in section 170(k	o)(1)(A)(vi). (Complete	Part II.)			
9	An agricultural research org	ganization describe	ed in section 170(b)(1)(A)(ix)	operated	I in conjunction with a	land-grant college
	or university or a non-land-	grant college of a	griculture (see instruct	ions). Ei	nter the i	name, city, and state of	the college or
	university:						
10	An organization that norma receipts from activities rela support from gross investm acquired by the organization	ited to its exempt finent income and upon after June 30, 1	functions, subject to c nrelated business tax 975. See section 509 (ertain ex able inco (a)(2). (0	ceptions me (less complete	s; and (2) no more than s section 511 tax) from e Part III.)	331/3 % of its
11	An organization organized	•	•	•			
12	An organization organized	•	•				
	of one or more publicly su Check the box in lines 12a t						
_		_			-	· ·	=
а	Type I. A supporting orga	•	•	-		• , ,	
	the supported organization				ajority of	the directors or truste	es or the
h	supporting organization. Y Type II. A supporting org	•			with ito	cupported organization	on(c) by boying
b	control or management of	•				• • •	
	organization(s). You must		-	liie Saiii	e persor	is that control of man	age the supported
С	Type III functionally integrated	-		tod in c	annoctio	n with and functional	ly integrated with
·	its supported organization						iy integrated with,
d	Type III non-functionally		•				tod organization(s)
u	that is not functionally inte			-			
	requirement (see instruct	-		-		· · · · · · · · · · · · · · · · · · ·	an attentiveness
е	Check this box if the orga	·	-				I Type III
·	functionally integrated, or						i, 1900 iii
f	Enter the number of supported			porting t	n gannzai		
g	Provide the following information	-					
	(i) Name of supported organization	(ii) EIN	(iii) Type of organization	(iv) Is the	organization	(v) Amount of monetary	(vi) Amount of
			(described on lines 1-10 above (see instructions))		ur governing ment?	support (see	other support (see instructions)
			above (see instructions))	Yes	No	instructions)	mstructions)
/A\							
(A)							
(B)							
(C)							
(D)							
(E)							
Tota	al						

Schedule A (Form 990 or 990-EZ) 2020 Page **2**

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Sec	Section A. Public Support								
Cale	ndar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total		
1	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	19,669,912.	19,244,137.	19,251,171.	25,605,674.	28,722,427.	112,493,321.		
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0.		
3	The value of services or facilities furnished by a governmental unit to the organization without charge						0.		
4	Total. Add lines 1 through 3	19,669,912.	19,244,137.	19,251,171.	25,605,674.	28,722,427.	112,493,321.		
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						0.		
6	Public support. Subtract line 5 from line 4						112,493,321.		
Sec	tion B. Total Support								
Cale	ndar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total		
7	Amounts from line 4	19,669,912.	19,244,137.	19,251,171.	25,605,674.	28,722,427.	112,493,321.		
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	18,586.	63,984.	83,751.	27,162.	12,458.	205,941.		
9	Net income from unrelated business activities, whether or not the business is regularly carried on	34,910.	22,444.	178,526.	0.	0.	235,880.		
10	Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) ATCH. 1		1,519.				1,519.		
11	Total support. Add lines 7 through 10						112,936,661.		
12	Gross receipts from related activities, etc. (s	see instructions) .				12	2,197,944.		
13	First 5 years. If the Form 990 is for organization, check this box and stop here	<u> </u>		, third, fourth,	or fifth tax yea	ar as a section	501(c)(3) ►		
Sec	tion C. Computation of Public Sup		_				00 61		
14	Public support percentage for 2020 (li		•			14	99.61 % 99.91 %		
15	Public support percentage from 2019					15			
16a	331/3% support test - 2020. If the or	_							
	box and stop here. The organization q			_					
b	331/3% support test - 2019. If the org	=							
47-	this box and stop here. The organization			_					
17a	10%-facts-and-circumstances test - 2 10% or more, and if the organization	_							
	Part VI how the organization meets					-	•		
	organization			J	•		\square		
h	10%-facts-and-circumstances test - 2								
b	15 is 10% or more, and if the organization	-							
	in Part VI how the organization meets					-	-		
	organization			_		-			
18	Private foundation. If the organization								
	instructions								
						obodulo A (Form 0			

Schedule A (Form 990 or 990-EZ) 2020 Page 3

Part III

Support Schedule for Organizations Described in Section 509(a)(2)
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Sec	tion A. Public Support			, р	p	,	
	ndar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1	Gifts, grants, contributions, and membership fees		,, -	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		,,	(,, =, =,
-	received. (Do not include any "unusual grants.")						
2	Gross receipts from admissions, merchandise						
	sold or services performed, or facilities						
	furnished in any activity that is related to the						
	organization's tax-exempt purpose						
3	Gross receipts from activities that are not an						
Ū	unrelated trade or business under section 513						
4	Tax revenues levied for the						
7	organization's benefit and either paid to						
	or expended on its behalf						
5	The value of services or facilities						
3							
	furnished by a governmental unit to the						
e	organization without charge						
6	Total. Add lines 1 through 5						
/a	Amounts included on lines 1, 2, and 3						
h	received from disqualified persons Amounts included on lines 2 and 3						
J	received from other than disqualified						
	persons that exceed the greater of \$5,000						
	or 1% of the amount on line 13 for the year						
	Add lines 7a and 7b						
8	Public support. (Subtract line 7c from						
C	line 6.)						
	tion B. Total Support	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
	ndar year (or fiscal year beginning in)	(a) 2016	(b) 2017	(6) 2016	(a) 2019	(e) 2020	(I) Total
9	Amounts from line 6. Gross income from interest, dividends,						
iva	payments received on securities loans,						
	rents, royalties, and income from similar						
	sources						
b	Unrelated business taxable income (less						
	section 511 taxes) from businesses						
	acquired after June 30, 1975						
	Add lines 10a and 10b						
11	Net income from unrelated business						
	activities not included in line 10b, whether						
	or not the business is regularly carried on.						
12	Other income. Do not include gain or						
	loss from the sale of capital assets						
	(Explain in Part VI.)		-				
13	Total support. (Add lines 9, 10c, 11,						
	and 12.)		<u> </u>				
14	First 5 years. If the Form 990 is for	ŭ	•		•		` ` ` `
	organization, check this box and stop here						▶
	tion C. Computation of Public Supp			(4))		T .= 1	
15	Public support percentage for 2020 (line 8,					15	%
16	Public support percentage from 2019 Sche					16	%
	tion D. Computation of Investment						
17	Investment income percentage for 2020 (lin		•			17	%
18	Investment income percentage from 2019 S					18	%
19 a	331/3% support tests - 2020. If the or	-					
	17 is not more than 331/3%, check this	-	-	•			
b	331/3% support tests - 2019. If the orga						
	line 18 is not more than $331/3\%$, check		-	•		• •	. —
20	Private foundation If the organization of	lid not chack '	a hov on line 1	1 10a or 10h	chack this hav	and con inetru	ctions -

Schedule A (Form 990 or 990-EZ) 2020 Page 4

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

- Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).
- **3a** Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.
- **b** Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in **Part VI** when and how the organization made the determination.
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.
- 4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.
- **b** Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.
- c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in **Part VI**, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).
- **b** Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
- c Substitutions only. Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in **Part VI.**
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in **Part VI.**
- **b** Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in **Part VI.**
- c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in **Part VI.**
- 10 a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.
 - Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)

		Yes	No
) V			
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	3b		
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t	9c		
٠ ر	90		
k c	10a		
_	10b		

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Part	V Supporting Organizations (continued)			i age o
			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
а	A person who directly or indirectly controls, either alone or together with persons described in lines 11b and			
	11c below, the governing body of a supported organization?	11a		
b	A family member of a person described in line 11a above?	11b		
С	A 35% controlled entity of a person described in line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide			
01	detail in Part VI .	11c		
Sect	ion B. Type I Supporting Organizations		Vaa	Na
			res	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	1		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	2		
Secti	ion C. Type II Supporting Organizations			
			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	1		
Secti	ion D. All Type III Supporting Organizations			
			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).	2		
3	By reason of the relationship described in line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.	3		
Secti	ion E. Type III Functionally Integrated Supporting Organizations	3		
1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see ins	tructi	ons)	
a	The organization satisfied the Activities Test. Complete line 2 below.		0110).	
b	The organization is the parent of each of its supported organizations. Complete line 3 below.			
С	The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (se	e instr	uction	s).
•				No
2	Activities Test. <i>Answer lines 2a and 2b below.</i> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of			
а	the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined	20		
	that these activities constituted substantially all of its activities.	2a		
b	Did the activities described in line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	2b		
3	Parent of Supported Organizations. Answer lines 3a and 3b below.			
а	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If</i> "Yes" or "No," provide details in Part VI.	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	3b		

Schedule A (Form 990 or 990-EZ) 2020

Schedule A (Form 990 or 990-EZ) 2020 Page **6**

Pa	art V Type III Non-Functionally Integrated 509(a)(3) Supporting Organ	nization	s	
1	Check here if the organization satisfied the Integral Part Test as a qualifying			
	instructions. All other Type III non-functionally integrated supporting organi	zations r	nust complete Sectio	ns A through E.
Se	ction A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3.	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
_7	Other expenses (see instructions)	7		
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		
Se	ction B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
а	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
С	Fair market value of other non-exempt-use assets	1c		
d	Total (add lines 1a, 1b, and 1c)	1d		
_ е	Discount claimed for blockage or other factors (explain in detail in Part VI):	1e		
2	Acquisition indebtedness applicable to non-exempt-use assets	2		
3	Subtract line 2 from line 1d.	3		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035.	6		
7	Recoveries of prior-year distributions	7		
8	Minimum Asset Amount (add line 7 to line 6)	8		
Se	ction C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1		
2	Enter 0.85 of line 1.	2		
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4	Enter greater of line 2 or line 3.	4		
5	Income tax imposed in prior year	5		
6	Distributable Amount. Subtract line 5 from line 4, unless subject to			
_	emergency temporary reduction (see instructions).	6		
7	Check here if the current year is the organization's first as a non-functional	ly integra	ited Type III supporting	g organization
	(see instructions).	_		

Schedule A (Form 990 or 990-EZ) 2020

Schedule A (Form 990 or 990-EZ) 2020
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Type III Non Eurotionally Integrated 500(a)(2) Supporting Organizations (continued)

Part	Type III Non-Functionally integrated 509(a)(3)	Supporting Organizat	ions (continuea)					
Sect	ion D - Distributions			Current Year				
1	Amounts paid to supported organizations to accomplish ex	xempt purposes	1					
2	Amounts paid to perform activity that directly furthers exer	mpt purposes of support	ed					
	organizations, in excess of income from activity		2					
3	Administrative expenses paid to accomplish exempt purpo	Administrative expenses paid to accomplish exempt purposes of supported organizations						
4	Amounts paid to acquire exempt-use assets	4						
5	Qualified set-aside amounts (prior IRS approval required - p	rovide details in Part VI)	5					
6	Other distributions (describe in Part VI). See instructions.		6					
7	Total annual distributions. Add lines 1 through 6.		7					
8	Distributions to attentive supported organizations to which	the organization is resp	onsive					
	(provide details in Part VI). See instructions.		8					
9	Distributable amount for 2020 from Section C, line 6		9					
10	Line 8 amount divided by line 9 amount		10)				
Sect	ion E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2020	(iii) Distributable Amount for 2020				
1	Distributable amount for 2020 from Section C, line 6							
2	Underdistributions, if any, for years prior to 2020							
	(reasonable cause required - explain in Part VI). See							
	instructions.							
3	Excess distributions carryover, if any, to 2020							
а	From 2015							
b	From 2016							
С	From 2017							
d	From 2018							
е	From 2019							
f	Total of lines 3a through 3e							
g	Applied to underdistributions of prior years							
h	Applied to 2020 distributable amount							
i	Carryover from 2015 not applied (see instructions)							
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.							
4	Distributions for 2020 from							
	Section D, line 7: \$							
а	Applied to underdistributions of prior years							
b	Applied to 2020 distributable amount							
С	Remainder. Subtract lines 4a and 4b from line 4.							
5	Remaining underdistributions for years prior to 2020, if							
	any. Subtract lines 3g and 4a from line 2. For result							
	greater than zero, explain in Part VI. See instructions.							
6	Remaining underdistributions for 2020. Subtract lines 3h							
	and 4b from line 1. For result greater than zero, explain in							

Schedule A (Form 990 or 990-EZ) 2020

Part VI. See instructions.

Breakdown of line 7:

Excess from 2016

Excess from 2017 . . .

Excess from 2018

Excess from 2019 Excess from 2020 . . .

and 4c.

b

d

Excess distributions carryover to 2021. Add lines 3j

Schedule A (Form 990 or 990-EZ) 2020 Page **8**

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

		ATTACHMENT	1			
SCHEDULE A, PART II	- OTHER INCO	ME				
	0016	004.5	0010	0010		
DESCRIPTION	2016	2017	2018	2019	2020	TOTAL
MISCELLANEOUS INCOME		1,519.				1,519.
TOTALS		1,519.				1,519.

Schedule B (Form 990, 990-EZ,

or 990-PF)

Department of the Treasury Internal Revenue Service Name of the organization

Schedule of Contributors

► Attach to Form 990, Form 990-EZ, or Form 990-PF. ► Go to www.irs.gov/Form990 for the latest information. OMB No. 1545-0047

Employer identification number

DR. STANLEY AND PEARL GOODMAN JFS OF BROWARD COUNTY, INC. 59-0995106 Organization type (check one): Filers of: Section: X Form 990 or 990-EZ 501(c)(3) (enter number) organization 4947(a)(1) nonexempt charitable trust not treated as a private foundation 527 political organization Form 990-PF 501(c)(3) exempt private foundation 4947(a)(1) nonexempt charitable trust treated as a private foundation 501(c)(3) taxable private foundation Check if your organization is covered by the General Rule or a Special Rule. Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions. **General Rule** For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions. **Special Rules** [X] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II. For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III. For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Don't complete any of the parts unless the General Rule applies to this organization because it received nonexclusively religious, charitable, etc., contributions Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it must answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its

Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990, 990-EZ, or 990-PF) (2020)

Schedule B (Form 990, 990-EZ, or 990-PF) (2020)

Name of organization DR . STANLEY AND PEARL GOODMAN JFS OF BROWARD COUNTY, INC.

Employer identification number 59-0995106

art I	Contributors (see inst	ructions). Use duplicate	e copies of Part I if add	ditional space is needed.
-------	------------------------	--------------------------	---------------------------	---------------------------

(a)	(b)	(c) Total contributions	(d)		
No.	Name, address, and ZIP + 4		Type of contribution		
1	N/A	\$1,084,000.	Person Payroll Noncash (Complete Part II for noncash contributions.)		
(a)	(b)	(c)	(d)		
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution		
2	N/A	\$21,642,229.	Person Payroll Noncash (Complete Part II for noncash contributions.)		
(a)	(b)	(c)	(d)		
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution		
3_	N/A	\$\$.	Person Payroll Noncash (Complete Part II for noncash contributions.)		
(a)	(b)	(c)	(d)		
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution		
4	N/A	\$669,590.	Person Payroll Noncash (Complete Part II for noncash contributions.)		
(a)	(b)	(c)	(d)		
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution		
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)		
(a)	(b)	(c)	(d)		
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution		
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)		

Name of organization DR. STANLEY AND PEARL GOODMAN JFS OF BROWARD COUNTY, INC.

Employer identification number 59-0995106

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	

name or or	OF BROWARD COUNTY, INC			59-0995106		
Part III	Exclusively religious, charitable, etc.		rganizations desc			
	(10) that total more than \$1,000 for the following line entry. For organizati contributions of \$1,000 or less for th Use duplicate copies of Part III if addit	the year from any ions completing Par e year. (Enter this in	one contributor. Of till, enter the total offormation once. So	Complete columns (a) through (e) and of exclusively religious, charitable, etc.,		
(a) No. from Part I	(b) Purpose of gift	(c) Use	of gift	(d) Description of how gift is held		
		(e) Transf	fer of gift			
	Transferee's name, address, at	nd ZIP + 4	Relation	nship of transferor to transferee		
(a) No. from Part I	(b) Purpose of gift	(c) Use	of gift	(d) Description of how gift is held		
		(e) Transt	fer of gift			
	Transferee's name, address, ar	nd ZIP + 4	Relationship of transferor to transferee			
(-) NI-						
(a) No. from Part I	(b) Purpose of gift	(c) Use	of gift	(d) Description of how gift is held		
	-					
			_			
	Townstands name address as		nsfer of gift			
	Transferee's name, address, ar	10 ZIP + 4	Relation	nship of transferor to transferee		
	-					
		-				
(a) No. from Part I	(b) Purpose of gift	(c) Use	of gift	(d) Description of how gift is held		
		(e) Transt	fer of gift			
	Transferee's name, address, a		Relationship of transferor to transferee			
	rransieree s fiame, auuress, ai	IM 411 T T	Relation	nomp of transferor to transferee		

SCHEDULE D (Form 990)

Supplemental Financial Statements ► Complete if the organization answered "Yes" on Form 990,

Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

► Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047 **Open to Public** Inspection

Department of the Treasury Internal Revenue Service Name of the organization DR. STANLEY AND PEARL GOODMAN JFS Employer identification number

OF.	BROWARD COUNTY, INC.		59-0995	106	
Pa	organizations Maintaining Donor Advised Funds or Other Similar F		Accounts.		
	Complete if the organization answered "Yes" on Form 990, Part IV, lin	ne 6.			
	(a) Donor advised funds		(b) Funds an	nd other accoun	nts
1	Total number at end of year				
2	Aggregate value of contributions to (during year)				
3	Aggregate value of grants from (during year)				
4	Aggregate value at end of year				
5	Did the organization inform all donors and donor advisors in writing that the asset	ets held i	n donor advise	d	
	funds are the organization's property, subject to the organization's exclusive legal cor	ntrol?		. Yes	No
6	Did the organization inform all grantees, donors, and donor advisors in writing that	t grant fu	nds can be use	d	
	only for charitable purposes and not for the benefit of the donor or donor advisor,	, or for ar	ny other purpose	е	
	conferring impermissible private benefit?			. Yes	No
Pa	art II Conservation Easements.				
	Complete if the organization answered "Yes" on Form 990, Part IV, lin				
1	Purpose(s) of conservation easements held by the organization (check all that apply).				
			of a historically in		
		ervation o	of a certified hist	oric structure	Э
	Preservation of open space				
2	Complete lines 2a through 2d if the organization held a qualified conservation contri	ibution in			
	easement on the last day of the tax year.		Held at th	e End of the	Tax Year
а	Total number of conservation easements		2a		
b	Total acreage restricted by conservation easements		2b		
С	Number of conservation easements on a certified historic structure included in (a)		2c		
d	Number of conservation easements included in (c) acquired after 7/25/06, and not				
_	historic structure listed in the National Register		2d		
3	Number of conservation easements modified, transferred, released, extinguished,	or termin	nated by the or	ganization d	luring th
	tax year >				
4	Number of states where property subject to conservation easement is located ▶				
5	Does the organization have a written policy regarding the periodic monitoring,		_		\square .
_	violations, and enforcement of the conservation easements it holds?			└── Yes	└── No
6	Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and e	enforcing of	conservation ease	ments during	tne yea
7	Amount of expenses incurred in monitoring, inspecting, handling of violations, and enf	forcing co	nconvotion coco	monte durine	tho you
′	►\$	norcing co	nservationease	ments during	j ille yea
8	Does each conservation easement reported on line 2(d) above satisfy the requirements	e of coctio	n 170(h)(4)(R)(i)	1	
Ü	and section 170(h)(4)(B)(ii)?		(, (, (, (,	∠ ☐ Yes	
9	In Part XIII, describe how the organization reports conservation easements in its rev			-	INC
3	balance sheet, and include, if applicable, the text of the footnote to the organization		•		he
	organization's accounting for conservation easements.	i o mianor			
Pa	art III Organizations Maintaining Collections of Art, Historical Treasures, o	or Other	Similar Asset	s.	
	Complete if the organization answered "Yes" on Form 990, Part IV, lin				
1a	If the organization elected, as permitted under FASB ASC 958, not to report in its	s revenue	statement and	balance she	eet work
	of art, historical treasures, or other similar assets held for public exhibition, ediservice, provide in Part XIII the text of the footnote to its financial statements that des	lucation.	or research in i	furtherance	of publ
L	•			longo abagt	aulca .
b	If the organization elected, as permitted under FASB ASC 958, to report in its re art, historical treasures, or other similar assets held for public exhibition, education provide the following amounts relating to these items:				
	(i) Revenue included on Form 990, Part VIII, line 1		▶	\$	
	(ii) Assets included in Form 990, Part X		▶	\$	
2	If the organization received or held works of art, historical treasures, or other				
	following amounts required to be reported under FASB ASC 958 relating to these ite	ems:			
а	Revenue included on Form 990, Part VIII, line 1		▶	\$	
b	Assets included in Form 990, Part X			\$	

Schedule D (Form 990) 2020 Page **2**

Pa	rt III Organizations Maintain	ing Collections of	Art, Historical Tre	asures, or (Other Similar Assets	(continu		age =
3	Using the organization's acquisiti	on, accession, and o	other records, check	any of the	following that make si	ignificant	use c	of its
	collection items (check all that app	oly):						
а	Public exhibition		d Loan o	or exchange p	orogram			
b	Scholarly research		e Other					
С	Preservation for future gene	erations						
4	Provide a description of the orga	nization's collections	and explain how t	hey further t	he organization's exem	npt purpo	se in	Part
	XIII.							
5	During the year, did the organizati							_
	assets to be sold to raise funds rat		ained as part of the o	organization's	collection?	Yes	;	No
Pa	rt IV Escrow and Custodial A		" - 000 -					
	Complete if the organiz	ation answered "Ye	es" on Form 990, F	art IV, line 9), or reported an amo	unt on F	orm	
4.	990, Part X, line 21.	-ttP	Oran Patamana Pama Ca					
1 a	Is the organization an agent, trus							٦ ٨ ٦
L	included on Form 990, Part X? If "Yes," explain the arrangement	in Dort VIII and comm	loto the fellowing tok			Yes	· L	No
D	ii res, explain the arrangement	in Part XIII and comp	piete the following tat	oie:	Amou	nt		
_	Beginning halance			10	Alliou	TIL .		
c d	Beginning balance Additions during the year							
e	Distributions during the year							
f	Ending balance							
2a	Did the organization include an ar				todial account liability?	Yes		No
	If "Yes," explain the arrangement	•			•		_	1
	rt V Endowment Funds.		'					
	Complete if the organiz	ation answered "Ye	es" on Form 990, F	Part IV, line	10.			
		(a) Current year	(b) Prior year	(c) Two years	back (d) Three years back	(e) Fou	r years	back
1a	Beginning of year balance	79,013.	77,868.	74,	221. 69,783		62,	759.
b	Contributions							
С	Net investment earnings, gains,							
	and losses	18,116.	1,145.	3,	647. 4,438		7 ,	,024.
d	Grants or scholarships							
	Other expenditures for facilities							
	and programs							
f	Administrative expenses	5,810.						
g	End of year balance	91,319.	79,013.	77,	868. 74,221	•	69,	,783.
2	Provide the estimated percentage	e of the current year	end balance (line 1g,	column (a)) h	eld as:			
а	Board designated or quasi-endown		_%					
	Permanent endowment >	%						
С	The research are a line of the control of the contr	_%	1000/					
2.0	The percentages on lines 2a, 2b,	· · · · · · · · · · · · · · · · · · ·		ara hald and	administered for the			
sa	Are there endowment funds not in organization by:	i the possession of the	ie organization that	are neid and	administered for the		Yes	No
	(i) Unrelated organizations					3a(i)	X	
	(ii) Related organizations							X
h	If "Yes" on line 3a(ii), are the relati							
4	Describe in Part XIII the intended	•	•					
	rt VI Land, Buildings, and Eq	uipment.						
	Complete if the organize	tation answered "Ye						
	Description of property	(a) Cost or (invest		or other basis ther)	(c) Accumulated depreciation	(d) Book v	alue	
1a	Land	,	, (3	,	•			
b	Buildings							
С	Leasehold improvements		4	40,813.	229,218.	2	11,5	95.
d	Equipment		1	23,236.	41,787.		81,4	149.
е	Other			18,500.	6,607.		11,8	
	I. Add lines 1a through 1e. (Colum		n 990. Part X. columi	n (B), line 10c	.)	3	04,9	37.

Part VII	Investments - Other Securities.			Page 3
	Complete if the organization answere			
	(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuat Cost or end-of-year mark	
(1) Financi	ial derivatives			
(2) Closely	held equity interests			
(A)				
(B)				
(C)				
(D)				
(E)				
(F)				
(G)				
(H)				
	nn (b) must equal Form 990, Part X, col. (B) line 12.)			
Part VIII			0, Part IV, line 11c. See Form 990,	Part X, line 13.
	(a) Description of investment	(b) Book value	(c) Method of valuat	
			Cost or end-of-year mark	et value
(1)				
(2)				
(3)				
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
	nn (b) must equal Form 990, Part X, col. (B) line 13.)			
Part IX	Other Assets.			
	Complete if the organization answere	ed "Yes" on Form 99	0. Part IV. line 11d. See Form 990.	Part X. line 15.
	· · · · · · · · · · · · · · · · · · ·	Description	•	(b) Book value
(1) DUE	FROM JFS OF BROWARD FDN			1,474,356.
	RITY DEPOSITS			18,276.
<u>\-/</u>	STMENT IN JFS OF BROWARD			2,634,847.
(-)	FICIAL INTEREST IN TRUST			61,650.
(5)	1101111 1111111111111111111111111111111			02,000.
(6)				
<u>(7)</u>				
(8)				
(9)	lumn (h) must squal Form 000 Port V sol (P	\ lino 15 \	.	4,189,129
	lumn (b) must equal Form 990, Part X, col. (B, Other Liabilities.) IIIIe 15.)		4,100,120
Part X	Complete if the organization answere	nd "Voc" on Form 00	O Part IV line 11e or 11f See For	m 000 Part V
	line 25.	eu res on Form 99	o, Fait IV, line The of Thi. See For	11 990, Fait A,
				#\D
1.	. , ,	ription of liability		(b) Book value
	ral income taxes			0 576 070
	TO JEWISH FAMILY HOMECARE			2,576,872.
(-)	TO JFS OF BROWARD FDN			205,809.
(4)				
(5)				
(6)				
(7)				
(8)				
(9)				
Total. (Colui	mn (b) must equal Form 990, Part X, col. (B) line 25	5.)	· · · · · · · · · · · · · · · · · · ·	2,782,681.
	or uncertain tax positions. In Part XIII, provide th			nat reports the

organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII .

Schedule D (Form 990) 2020 Page 4

Part 2	Reconciliation of Revenue per Audited Financial Statements With Revenue per Return Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.	n.	
1	Total revenue, gains, and other support per audited financial statements	1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
– a	Net unrealized gains (losses) on investments		
b	Donated services and use of facilities		
C	Recoveries of prior year grants		
d	Other (Describe in Part XIII.)		
е	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
а	Investment expenses not included on Form 990, Part VIII, line 7b 4a		
b	Other (Describe in Part XIII.)		
С	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	
Part	Reconciliation of Expenses per Audited Financial Statements With Expenses per Retu Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.	ırn.	
1	Total expenses and losses per audited financial statements	1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
а	Donated services and use of facilities		
b	Prior year adjustments		
С	Other losses		
d	Other (Describe in Part XIII.)		
е	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
	Investment expenses not included on Form 990, Part VIII, line 7b 4a		
	Other (Describe in Part XIII.)		
	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	
	XIII Supplemental Information. e the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; F	Part \/	line 1: Part X line
	XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional inform		
	PAGE 5		

Part XIII Supplemental Information (continued)

PART V, LINE 4:

THE INTENDED USES OF THE ORGANIZATION'S ENDOWMENT FUNDS IS TO GENERATE REVENUES TO SUPPORT VARIOUS PROGRAMS.

PART X, LINE 2:

THE ORGANIZATION IS A NON-PROFIT CORPORATION WHICH IS EXEMPT FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE ("IRC")

AND SALES AND USE TAX UNDER THE LAWS OF THE STATE OF FLORIDA.

THE ORGANIZATION RECOGNIZES AND MEASURES TAX POSITIONS BASED ON THEIR TECHNICAL MERIT AND ASSESSES THE LIKELIHOOD THAT THE POSITIONS WILL BE SUSTAINED UPON EXAMINATION BASED ON THE FACTS, CIRCUMSTANCES AND INFORMATION AVAILABLE AT THE END OF EACH PERIOD. INTEREST AND PENALTIES ON TAX LIABILITIES, IF ANY, WOULD BE RECORDED IN INTEREST EXPENSE AND OTHER NON-INTEREST EXPENSE, RESPECTIVELY. THE ORGANIZATION DID NOT INCUR ANY TAX EXPENSES DURING THE YEAR ENDED JUNE 30, 2021.

THE U.S. FEDERAL JURISDICTION AND FLORIDA ARE THE MAJOR TAX JURISDICTIONS WHERE THE ORGANIZATION FILES INCOME TAX RETURNS. ADDITIONALLY, THE ORGANIZATION HAS FILED INTERNAL REVENUE SERVICE FORM 990 TAX RETURNS, AS REQUIRED, AND ALL OTHER APPLICABLE RETURNS IN JURISDICTIONS WHERE IT IS REQUIRED. THE ORGANIZATION IS GENERALLY NO LONGER SUBJECT TO U.S. FEDERAL OR STATE EXAMINATIONS BY TAX AUTHORITIES FOR FISCAL YEARS BEFORE 2018.

SCHEDULE I (Form 990)

Department of the Treasury

Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

► Attach to Form 990.

► Go to www.irs.gov/Form990 for the latest information. Internal Revenue Service Name of the organization STANLEY AND PEARL GOODMAN JFS

2020

OMB No. 1545-0047

Open to Public Inspection

Name of the organization DR. STANLEY AND P	EARL GOOI	MAN JFS				Employer identification	on number
OF BROWARD COUNTY, INC.						59-099510	6
Part I General Information on Grants and	d Assistanc	е				•	
 Does the organization maintain records to so the selection criteria used to award the grant Describe in Part IV the organization's proced 	s or assistand dures for moi	ce?	of grant funds in th	e United States.		l	X Yes No
Part IV, line 21, for any recipient the		_					es" on Form 990,
(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
2 Enter total number of section 501(c)(3) and3 Enter total number of other organizations list	-	•					

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2020)

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1 FINANCIAL ASSISTANCE	1,579.	1,843,392.			
2					
3					
4					
5					
6					
7					

Part IV Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b); and any other additional information.

PART X, LINE 2:

FINANCIAL AID EVALUATES THE REQUEST AND FUNDS. THE DIRECTOR OF FINANCE

THEN APPROVES IT BEFORE GOING TO APPROVAL AND SIGNATURE OF THE COHRO OR

CEO.

59-0995106

SCHEDULE J (Form 990)

Compensation InformationFor certain Officers, Directors, Trustees, Key Employees, and Highest **Compensated Employees**

► Complete if the organization answered "Yes" on Form 990, Part IV, line 23. Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047 Inspection

59-0995106

Department of the Treasury Internal Revenue Service Name of the organization

DR. STANLEY AND PEARL GOODMAN JFS

Employer identification number OF BROWARD COUNTY, INC.

Part	Questions Regarding Compensation			
			Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.			
	First-class or charter travel Housing allowance or residence for personal use			
	Travel for companions Payments for business use of personal residence			
	Tax indemnification and gross-up payments Health or social club dues or initiation fees			
	Discretionary spending account Personal services (such as maid, chauffeur, chef)			
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to	46		
2	explain	1b		
2	directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line			
		2		
_	1a?			
3	Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.			
	X Compensation committee Written employment contract			
	Independent compensation consultant X Compensation survey or study			
	Form 990 of other organizations X Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:			
а	Receive a severance payment or change-of-control payment?	4a	X	
b	Participate in or receive payment from a supplemental nonqualified retirement plan?	4b		X
С	Participate in or receive payment from an equity-based compensation arrangement?	4c		X
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.			
_	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any			
	compensation contingent on the revenues of:	_		37
a	The organization?	5a		X
b	Any related organization?	5b		Λ
•	If "Yes" on line 5a or 5b, describe in Part III.			
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any			
_	compensation contingent on the net earnings of:	C-		Х
a	The organization?	6a		X
b	Any related organization?	6b		21
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed			
′	payments not described on lines 5 and 6? If "Yes," describe in Part III.	7	Х	
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject			
-	to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe			
	in Part III	8		Х
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in			
•	Regulations section 53 4958-6(c)?	a		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

DR. STANLEY AND PEARL GOODMAN JFS 59-0995106

Schedule J (Form 990) 2020 Page 2

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

		(B) Breakdown o	f W-2 and/or 1099-MI	SC compensation	(C) Retirement and	(D) Nontaxable	(E) Total of columns	(F) Compensation
(A) Name and Title		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	other deferred compensation	benefits	(B)(i)-(D)	in column (B) reported as deferred on prior Form 990
CLAUDIA WELSH	(i)	150,879.	0.	0.	0.	0.	150,879.	0.
1 DIR. STRATEGIC DEVELOPMENT	(ii)	0.	0.	0.	0.	0.	0.	0.
RANDY KOMISNKY	(i)	215,000.	17,917.	0.	18,633.	0.	251,550.	0.
2PRESIDENT/CEO (THRU 12/2020)	(ii)	0.	0.	0.	0.	0.	0.	0.
LISA RAHMAN	(i)	81,542.	0.	81,542.	0.	15,500.	178,584.	0.
3 ^{CEO} (THRU 5/1/2020)	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
4	(ii)							
	(i)							
5	(ii)							
	(i)							
6	(ii)							
	(i)							
7	(ii)							
	(i)							
_ 8	(ii)							
	(i)							
9	(ii)							
	(i)							
10	(ii)							
	(i)							
11	(ii)							
	(i)							
12	(ii)							
	(i)							
13	(ii)							
	(i)							
14	(ii)							
	(i)							
15	(ii)							
	(i)							
16	(ii)							

DR. STANLEY AND PEARL GOODMAN JFS 59-0995106

Schedule J (Form 990) 2020

Part | Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 4A:

FORMER CEO LISA RAHMAN RECEIVED SEVERANCE PAYMENTS DURING CALENDAR YEAR

2020 TOTALING \$81,542 AS REPORTED ON PART II, COLUMN B(III).

PART I, LINE 7:

DISCRETIONARY BONUSES ARE PAID TO CERTAIN STAFF MEMBERS BASED ON ANNUAL

PERFORMANCE AND ARE BOARD APPROVED. THE BONUSES ARE REPORTED ON PART II,

COLUMN B(II).

SCHEDULE M (Form 990)

Noncash Contributions

OMB No. 1545-0047

Inspection

Department of the Treasury Internal Revenue Service Name of the organization

► Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.

DR. STANLEY AND PEARL GOODMAN JFS

► Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OF BROWARD COUNTY, INC.

59-0995106

Employer identification number

Par	Types of Property							
		(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	Method of noncash cont			
1	Art - Works of art							
2	Art - Historical treasures							
3	Art - Fractional interests							
4	Books and publications							
5	Clothing and household							
	goods							
6	Cars and other vehicles							
7	Boats and planes							
8	Intellectual property							
9	Securities - Publicly traded							
10	Securities - Closely held stock							
11	Securities - Partnership, LLC,							
	or trust interests							
12	Securities - Miscellaneous							
13	Qualified conservation							
	contribution - Historic							
	structures							
14	Qualified conservation							
	contribution - Other							
15	Real estate - Residential							
16	Real estate - Commercial							
17	Real estate - Other							
18	Collectibles		100	250.074				
19	Food inventory		429.	368,954.	MARKET QU	JOTA:	<u> </u>	
20	Drugs and medical supplies							
21	Taxidermy							
22	Historical artifacts							
23	Scientific specimens							
24	Archeological artifacts							
25	Other ►()							
26	Other ►()							
27	Other ►()							
	Other ►(
29	Number of Forms 8283 received							
	which the organization completed I	Form 8283,	Part V, Donee Acknowledge	ement	29			
	5				4 41 1		Yes	NO
30a	During the year, did the organizat				_			
	28, that it must hold for at least the					20-		Х
	to be used for exempt purposes for		olding period?			30a		
	If "Yes," describe the arrangement i		P. A. A. A.					
31	Does the organization have a	•	· ·	•		24	Х	
	contributions?					31	_ A	
32a	Does the organization hire or use	-		•		22-		Х
	contributions?					32a		Λ
	If "Yes," describe in Part II.		aluman (a) farra f	mander familie (1940)	Nia akaal			
33	If the organization didn't report an	amount in c	olumn (c) for a type of pro	perty for which column (a)	is cnecked,			
	describe in Part II.							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) (2020) Page **2**

Part II Supplen

Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

PART I, COLUMN B:

THE NUMERICAL DATA HERE REPRESENTS THE NUMBER OF CONTRIBUTIONS RECEIVED.

Schedule M (Form 990) (2020)

SCHEDULE O (Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

OMB No. 1545-0047

2020

Open to Public Inspection

Department of the Treasury Internal Revenue Service

► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

R. STANLEY AND PEARL GOODMAN JFS

Employer ide

Name of the organization DR. STANLEY AND OF BROWARD COUNTY, INC.

Employer identification number 59-0995106

FORM 990, PART VI, SECTION B, LINE 11B:

FORM 990 WAS PREPARED BY A NATIONAL ACCOUNTING FIRM IN CONJUNCTION WITH

THE ORGANIZATION'S FINANCIAL DEPARTMENT. THE FORM 990 WAS REVIEWED BY

MANAGEMENT AND THE AUDIT COMMITTEE PRIOR TO FILING WITH THE INTERNAL

REVENUE SERVICE.

FORM 990, PART VI, SECTION B, LINE 12C:

THE CONFLICT OF INTEREST POLICY IS CIRCULATED ANNUALLY TO BOARD MEMBERS,

OFFICERS AND KEY EMPLOYEES.

FORM 990, PART VI, SECTION B, LINES 15A AND 15B:

COMPENSATION OF THE CEO/CFO/COHRO FOR GOODMAN JEWISH FAMILY SERVICES OF

BROWARD IS DETERMINED BY THE BOARD OF DIRECTORS AFTER REVIEW OF

INFORMATION PROVIDED BY THE HUMAN RESOURCE REPRESENTATIVE, AND THE

CHAIRMAN OF THE PERSONNEL COMMITTEE OF THE BOD, AND MEMBERS OF THE

ADVISORY BOARD. THEY ARE OR HAVE BEEN MEMBERS OF THE COMMUNITY. THE HUMAN

RESOURCE REPRESENTATIVE REVIEWS THE TOTAL COMPENSATION OF THE

CEO/CFO/COHRO PER REGULATIONS/GUIDELINES ESTABLISHED BY THE IRS AND

INDUSTRY BEST PRACTICES AND MARKET VALUE OF THE POSITION BASED ON THE

CANDIDATE'S EXPERIENCE. DATA REGARDING OTHER DIRECTORS' SALARIES

(CEO/CFO) AT ORGANIZATIONS OF SIMILAR SIZE IS ALSO REVIEWED BY THE

PERSONNEL COMMITTEE OF THE BOD AND PRESENTED TO THE EXECUTIVE BOARD FOR

APPROVAL. THE BOARD OF DIRECTORS, WITH ADVICE FROM THE PERSONNEL

COMMITTEE, ALSO ESTABLISHES GOALS AND OBJECTIVES FOR THE CEO/CFO/COHRO

AND EVALUATES THE PERFORMANCE OF THE CEO/CFO/COHRO BASED ON THE PRIOR

YEAR'S GOALS AND OBJECTIVES. PERFORMANCE REVIEW 360-DEGREE EVALUATION FOR

THE CEO/CFO/COHRO WITHIN SIX MONTHS OF INTRODUCTION CONDUCTED TWICE

DURING THIS PERIOD AND THEN YEARLY BY AN INDEPENDENT CONTRACTOR RETAINED

BY THE BOD.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS ARE MADE AVAILABLE TO THE PUBLIC UPON REQUEST.

FORM 990, PART VII, SECTION A:

DAVID MALCUN WAS HIRED AS SENIOR DIRECTOR OF HUMAN RESOURCES DURING SEPTEMBER OF 2020. EFFECTIVE MAY OF 2021 DAVID MALCUN BECAME THE CHIEF OPERATING AND HR OFFICER. COMPENSATION REPORTED ON PART VII REPRESENTS HIS COMPENSATION AS SENIOR DIRECTOR OF HUMAN RESOURCES.

ATTACHMENT 1

990, PART VII- COMPENSATION OF THE FIVE HIGHEST PAID IND. CONTRACTORS

NAME AND ADDRESS	DESCRIPTION OF SERVICES	COMPENSATION
ALTERNATIVE HOME HEALTH CARE 16847 NW 67TH AVENUE HIALEAH, FL 33015	HOME HEALTH CARE SVC	1,045,636.
COMFORTS OF HOME 10400 GRIFFIN ROAD #210 COOPER CITY, FL 33328	HOME HEALTH CARE SVC	567,843.
SILVER OAKS HOMEHEALTH CARE, INC. 290 NW 165TH ST STE P-100 NORTH MIAMI BEACH, FL 33162	HOME HEALTH CARE SVC	558,704.
AFFORDABLE MEDICAL	MEDICAL SUPPLIES	228,334.

Name of the organization DR. STANLEY AND PEARL GOODMAN JFS

OF BROWARD COUNTY, INC.

Employer identification number

59-0995106

ATTACHMENT 1 (CONT'D)

990, PART VII- COMPENSATION OF THE FIVE HIGHEST PAID IND. CONTRACTORS

NAME AND ADDRESS DESCRIPTION OF SERVICES COMPENSATION

7138 N. UNEVERSITY DR. TAMARAC, FL 33321

SCHEDULE R (Form 990)

Department of the Treasury

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

► Attach to Form 990.

Name of the organization

Name of the organization

DR. STANLEY AND PEARL GOODMAN JFS

2020
Open to Public Inspection

► Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization DR. STANLEY AND PEARL GOODMAN JFS
OF BROWARD COUNTY, INC.
Employer identification number
59-0995106

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	Section 5 contr	12(b)(13) olled
						Yes	No
(1) JFS OF BROWARD FOUNDATION, INC. 46-5507093							
5890 S PINE ISLAND ROAD DAVIE, FL 33328	FUNDRAISING	FL	501(C)(3)	12	GOODMAN JFS	X	
(2) JEWISH FAMILY HOMECARE, INC. 47-3467060							
5890 S PINE ISLAND RD STE #200 DAVIE, FL 33328	ELDERLY CARE	FL	501(C)(3)	12	GOODMAN JFS	X	
(3)							
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2020 Page **2**

Part III Identification because it ha	n of Related one or	ted Organizations more related org	s Taxable anization	e as a Partners ns treated as a p	hip. Complete if the partnership during th	e organization a e tax year.	inswered "Yes'	on l	Form	n 990, Part IV,	line	34,	
(a) Name, address, and EIN related organization	of	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512 - 514)	(f) Share of total income	(g) Share of end-of- year assets	Disprop	h) portionate ations?	(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	Gen	(j) eral or aging tner?	(k) Percentage ownership
			country)		000000000000000000000000000000000000000			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13 controlled entity?
(1)								
(2)								
(3)								
(4)								
(5)								
(6)								
(7)								

Schedule R (Form 990) 2020

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Not	te: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.		Yes	No
1	During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
а	Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a		X
	Gift, grant, or capital contribution to related organization(s)			X
	Gift, grant, or capital contribution from related organization(s)		Х	
	Loans or loan guarantees to or for related organization(s)	1d		
е	Loans or loan guarantees by related organization(s)	1e	X	
f	Dividends from related organization(s)	1f		X
a	Sale of assets to related organization(s)	1g		X
	Purchase of assets from related organization(s).	1h		X
i	Exchange of assets with related organization(s)	1i		X
	Lease of facilities, equipment, or other assets to related organization(s)	1j		X
•	3			
k	Lease of facilities, equipment, or other assets from related organization(s)	1k		Х
ï	Performance of services or membership or fundraising solicitations for related organization(s)	11		X
m	Performance of services or membership or fundraising solicitations by related organization(s)	1m	Х	
n	Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n		X
	Sharing of paid employees with related organization(s)	10	Х	
р	Reimbursement paid to related organization(s) for expenses	1р		Х
-	Reimbursement paid by related organization(s) for expenses	1q		X
7				
r	Other transfer of cash or property to related organization(s)	1r		Х
s	Other transfer of cash or property from related organization(s).			Х
2	If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction three	sholds	s.	

2 If the answer to any of the above is feet, see the instructions for information on who must complete the	nis line, including cove	red relationships and trans-	action thresholds.
(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) JFS OF BROWARD FOUNDATION, INC.	C	2,066,883.	COST
(2) JFS OF BROWARD FOUNDATION, INC.	D	2,634,847.	COST
(3) JFS OF BROWARD FOUNDATION, INC.	D	1,474,356.	COST
(4) JEWISH FAMILY HOMECARE, INC.	E	2,576,872.	COST
(5) JFS OF BROWARD FOUNDATION, INC.	E	205,809.	COST
(6) JEWISH FAMILY HOMECARE, INC.	М	15,548,315.	COST

Schedule R (Form 990) 2020 Page 4

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under	Ulganiz	e) partners ction (c)(3) zations?	(f) Share of total income	(g) Share of end-of-year assets	Disprop	(h) portionate ations?	(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	box 20 managing lle K-1 partner? 065)		: 20 managin :-1 partner?		managing partner?		partner?		(k) Percentage ownership
(4)			sections 512 - 514)	Yes	No			Yes	No		Yes	No							
(1)																			
(2)																			
(3)																			
(4)																			
(5)																			
(6)																			
(8)																			
(9)																			
(10)																			
(11)																			
(12)																			
(13)																			
(14)																			
(15)																			
(16)																			

Schedule R (Form 990) 2020 Page 5

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

GOODMAN JEWISH FAMILY SERVICES, INC.

Fiscal 2023 -Proposed Budget

FA

		Proposed Budget FY23
INCOME		
	PROGRAM FEE INCOME	-
	INDIVIDUAL DONATION INCOME	70,000
	CORPORATE DONATION INCOME	41,000
	TRIBUTE CARDS	-
	EVENT INCOME FOUNDATION INCOME	-
	FEDERATION ALLOCATION INCOME	- 565,000
	CLAIMS CONFERENCE GRANT INCOME	303,000
	GRANT INCOME	1,050,921
	JFHC MNGT FEE INCOME	175,000
	GRANTS - FOUNDATION	-
	INKIND DONATIONS	-
	INVESTMENT INCOME	-
	MISC INCOME	-
		1,901,921
EXPENSES		
	PAYROLL EXPENSES	613,805
	FRINGE BENEFITS	121,050
	STAFF RELATED EXPENSES	16,681
	CLIENT ASSISTANCE AND PROGRAM COSTS	1,103,998
	MARKETING AND PROMOTIONAL	1,539
	FUNDRAISING & EVENT EXPENSE	11
	RENT AND OCCUPANCY COSTS	14,353
	OFFICE EXPENSES	10,175
	TECHNOLOGY	17,325
	INSURANCE EXPENSES	-
	PROFESSIONAL FEES	18,000
	OTHER EXPENSES INKIND EXPENSES	-
	ALLOCATIONS	-
	ALLOCATIONS	1,916,938
NET INCOME		(15,017)
1421 HACOIAIL		(13,017)

GOODMAN JEWISH FAMILY SERVICES

BUDGET FOR 2022/23

	FY23 Yearly Budget
Revenue	
FEMA/EFSP Grant Income	518,000
United Way Grant	165,000
Grant Admin Allocation	0
Other Grants	367,921
Grant - JFS Foundation	175,000
Foundation Income (Private)	0
Jewish Federation of Broward County Gra	565,000
Contributions / Donations	65,000
Tribute Cards	1,000
Corporate Contributions	45,000
- · ·	1,901,921
-	
Dua mana Famana	0
Program Expense	0
Burial Assistance	4,635
Appliance Repairs / Replacement	0
Condo / Maintenance Expenses	27,466
Essential Furniture	5,897
Moving Expenses	900
Rent / Housing	759,295
Property Taxes	10,270
Home Repairs Utilities	2,430
Dental Assistance	130,604
Home Care / Cleaning	6,247
Housekeeping	5,278 0
Medical Care	19,928
Medical Equipment	19,928
Medication	297
Transportation Assistance	22,214
Legal Exp - Program	12,712
Misc. Financial Assistance	11,306
Camp Financial Assistance	20,000
Gift Cards (Food, etc)	64,521
Billing & Collections Expense	0 - , 0 2 1
Salaries (Exempt)	372,860
Wages (NonExempt)	233,145
Bonuses (Exempt)	0
Fica Expense	41,470
State Unemployment	1,999
Health Insurance	59,640
Life Insurance	1,636
Short Term Disable Ins	2,205
Long Term Disable Ins	1,791
Accidental Death & Dismemberment	0
Pension Contribution Expense	6,889
Worker's Comp Insurance	5,421
Payroll Processing Expense	8,552
Staff Recruitment - Recruitment / Advt	14
New Hire- Background / Testing Expense	127
Staff Travel & Auto Expense	1,692
Staff Telephone Expense	3,775
Staff Meals/ Food Expense/Emp.Gift card	740
Staff, Education Conferences & Seminars	134
Staff Dues, Lic, Memb & Gifts	1,648

	Advertising Expense	48	
	Awards / Gifts / Flowers	0	
	Marketing Material Expense	150	
	Web Expenses	960	
	Food & Beverage Expense	11	
	Other Miscellaneous Marketing	381	
	Rent & Storage Expense	14,353	
	Telephone & Internet	4,431	
	Janitorial / Pest Control Services	1,246	
	Office / Warehouse Supplies	998	
	Postage & Shipping Expense	1,610	
	Office Expense	0	
	Corp. Dues & Membership	7	
	Corp. Subscriptions & Publications	690	
	Equipment & Equipment Lease	749	
	Computer / Network Expense	0	
	Computer Hardware Expense	0	
	Software Expense	5,505	
	Software Maint. Expense	11,820	
	Printing Expenses	444	
	Liability Insurance	0	
	Audit Expenses	0	
	Consulting Expense	10,783	
	Payroll Salaries Allocation	0	
	Fringe Benefits Allocation	0	
	Staff Related Allocation	0	-
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Seth Wise

Emeritus Board Members
Dr. Stanley and Pearl
Goodman

November 15, 2022

Mr. Joseph Napoli City Manager City of Cooper City 9090 SW 90th Place Cooper City, FL 33328

Dear Mr. Napoli,

The Dr. Stanley and Pearl Goodman Jewish Family Services Inc. of Broward County (GJFS) requests a \$10,000 grant from City of Cooper City to support GJFS programs in Cooper City. Our mission is to empower individuals, strengthen families, protect the vulnerable and help seniors age safely and with dignity in their homes by providing innovative social services and programs to the Broward community. Services provided by GJFS are based on Jewish values to improve quality of life regardless of race, religion, ethnic background, sexual orientation, and/or gender identity.

GJFS opened its doors in 1962 to meet the growing demand for counseling support for Broward County's burgeoning population. Since that time, we have continued to expand programming to meet the needs of the community while helping residents who face life's hardest challenges. GJFS provides a comprehensive, wrap-around service model. When a person presents at one of our programs, they are assessed by an intake coordinator, who then links the person to as many programs as necessary to meet the needs of the individual and/or family. In 2021, GJFS improved the lives of 32,000 vulnerable individuals in their time of need while working to achieve stability in their lives through the following programs:

- **Financial Assistance** mortgage, rent, or utility to assist struggling families through centralized intake, emergency financial assistance, and information/referrals, assisting 2,269 individuals including 1,035 for housing and 862 for utilities.
- **Behavioral Health** mental health and trauma counseling, case management, information, and referrals, including Holocaust survivors, and psychological testing for education services provided to 382 individuals, couples, and family clients and 432 group participants.
- **Domestic Abuse** trauma care, individual and group counseling, crisis intervention, legal assistance, and wraparound services. Over 550 secondary









students and Broward College freshmen attended domestic abuse seminars and 3-10 individuals per session requested additional support.

- Joshua's Path/BOOST interpersonal skills for neurodivergent adults with autism, ADHD, and learning disabilities through education, referrals, hands-on employment, and volunteerism supporting 1,042.
- The Cupboard a pantry offering 262,788 pounds of produce/kosher food and 157,358 meals to 933 food insecure.
- Holocaust Survivor Assistance reparation application processing, case management, care coordination, counseling, and transportation meeting the needs of approximately 950 Holocaust survivors, one of the largest survivor populations in the US.
- RAK PAK clothing pantry provides men, women, and children of limited income in Broward County with free clothing and hygiene products in a friendly, safe and confidential environment, supporting 607 low-income individuals.

City of Cooper City's interests align with the mission and programming at GJFS. The values expressed through caring, individual dignity, and social justice for all are rooted in Jewish heritage. The essence of our mission is to support those who face daily challenges, whether they are the normal transitions of life, new and unexpected hardships, or immediate crises.

Thank you in advance for your consideration of this request. Please do not hesitate to contact me if you need any additional information.

Sincerely,

Randy Colman President and Chief Executive Officer

Tel: 954-909-0793 Email: rcolman@jfsbroward.org Website: www.jfsbroward.org



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President & CEO Randy J. Colman

Seth Wise

Emeritus Board Members Dr. Stanley and Pearl Goodman November 9, 2022

Barry Hahn, Director Hahn Family Foundation 1313 Hastings Street Teaneck, NJ 07666

Dear Mr. Hahn:

The Dr. Stanley and Pearl Goodman Jewish Family Services of Broward County (GJFS) is requesting \$5,000 to support the *Financial Assistance (FA) Program*. The goal of the program is to assist individuals experiencing dire financial circumstances (potential eviction and/or utility shut-off, inability to pay for medicine or medical bills, etc.) with emergency financial assistance to alleviate the immediate crisis and avoid loss of basic needs.

GJFS opened its doors in 1962 to meet the growing demand for counseling support for Broward County's burgeoning population. The organization continues to expand to meet the needs of the community facing life's hardest challenges. GJFS provides programming to assist those in need of emergency financial assistance, individual and group therapy, trauma recovery counseling, domestic abuse assistance, a food bank, a clothing pantry, neurodivergent adult and family programming, and Holocaust survivor assistance. GJFS provides a comprehensive, wrap-around service model. When a person presents at one of our programs, they are assessed by an intake coordinator, who then links the person to as many programs as necessary to meet the needs of the individual and/or family. In 2021, GJFS improved the lives of 32,000 vulnerable individuals in their time of need while working to achieve stability in their lives.

In 2021, the Broward County Point in Time Count showed 2,054 persons were homeless. Of this number, 1,228 experienced unsheltered homelessness. This rate is one of the highest in the state of Florida. According to the U.S. Bureau of Labor, South Florida landlords are raising rents by as much as 40% and wages have only increased by about 6%. In the U.S. Department of Housing and Urban Development's 2020 annual report, Fort Lauderdale and Broward County were named among the top "Largely Suburban Continuums of Care" in the country with the largest number of people experiencing homelessness.

The GJFS FA program is a core service provided by the agency for the Broward County community. The target population is those facing emergency financial needs – the most vulnerable members of the community – including those experiencing eviction, homelessness, and/or utility shut-off. In particular, the population comprises those with emergent financial needs, seniors 55+, the unemployed, and those with disabilities.











For families struggling with economic challenges, the program provides a combination of centralized intake, financial assistance, and information and referrals. Typically, this is the first touchpoint for families in need, and it is oftentimes the lifeline for assessment and referrals to behavioral health, domestic violence supports, food and clothing. Through the financial assistance case managers, that are knowledgeable on Jewish values, work with clients to determine program eligibility – focus is put on assessing needs, providing financial assistance for the emergent need, and then providing other GJFS services and community resources through referrals and advocacy. On-going financial assistance is determined on a case-by-case basis. The financial assistance case managers also assist with contacting other social services and helping to apply for support from other appropriate resources (i.e. Medicaid, Meals on Wheels, etc.). All of our services are provided within a framework of Jewish values.

To receive financial assistance, each applicant must complete a Financial Request Form and provide a photo ID and proof of Broward residency. The need is based on, but not limited to, lack of employment, decrease in income, medical expenses, and/or any unexpected emergency expense that shows the need for rent/mortgage/utility assistance. Any circumstances creating a financial crisis can be considered. All statistics/demographics are recorded with all documentation being entered into the InSync database. In 2021, the program served 2,269 unduplicated clients and 1,035 homeless and received over 105,000 calls for help.

Through your support, GJFS FA program will help 2,300 unduplicated individuals avoid eviction and/or utility shut-offs. Funding will be utilized on rent, mortgage and utilities paid directly to vendors.

The funding interests of the Hahn Family Foundation align perfectly with the mission and programming at GJFS. The values expressed through caring and individual dignity for all are rooted in Jewish heritage. The essence of our mission is to support those who face daily challenges, whether challenges are the normal transitions of life, new and unexpected hardships, or immediate crises.

Please do not hesitate to contact me if you need any additional information.

Sincerely,

Randy Colman

President/Chief Executive Officer











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Sharon Schwartz
Seth Wise

President & CEO Randy J. Colman

Emeritus Board Members
Dr. Stanley and Pearl
Goodman

November 9, 2022

Michael Orlove, President Michael & Merle Orlove Family Foundation 2600 Island Blvd. No Ph 2 Aventura, FL 33160

Dear Mr. Orlove:

The Dr. Stanley and Pearl Goodman Jewish Family Services of Broward County (GJFS) is requesting \$10,000 to support the *Financial Assistance (FA) Program*. The goal of the program is to assist individuals experiencing dire financial circumstances (potential eviction and/or utility shut-off, inability to pay for medicine or medical bills, etc.) with emergency financial assistance to alleviate the immediate crisis and avoid loss of basic needs.

GJFS opened its doors in 1962 to meet the growing demand for counseling support for Broward County's burgeoning population. The organization continues to expand to meet the needs of the community facing life's hardest challenges. GJFS provides programming to assist those in need of emergency financial assistance, individual and group therapy, trauma recovery counseling, domestic abuse assistance, a food bank, a clothing pantry, neurodivergent adult and family programming, and Holocaust survivor assistance. GJFS provides a comprehensive, wrap-around service model. When a person presents at one of our programs, they are assessed by an intake coordinator, who then links the person to as many programs as necessary to meet the needs of the individual and/or family. In 2021, GJFS improved the lives of 32,000 vulnerable individuals in their time of need while working to achieve stability in their lives.

In 2021, the Broward County Point in Time Count showed 2,054 persons were homeless. Of this number, 1,228 experienced unsheltered homelessness. This rate is one of the highest in the state of Florida. According to the U.S. Bureau of Labor, South Florida landlords are raising rents by as much as 40% and wages have only increased by about 6%. In the U.S. Department of Housing and Urban Development's 2020 annual report, Fort Lauderdale and Broward County were named among the top "Largely Suburban Continuums of Care" in the country with the largest number of people experiencing homelessness.

The GJFS FA program is a core service provided by the agency for the Broward County community. The target population is those facing emergency financial needs – the most vulnerable members of the community – including those experiencing eviction, homelessness and/or utility shut-off. In particular, the population comprises those with emergent financial needs, seniors 55+, the unemployed and those with disabilities.











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Through your support, GJFS FA program will help 2,300 unduplicated individuals avoid eviction and/or utility shut-offs. Funding will be utilized on rent, mortgage and utilities paid directly to vendors.

The funding interests of the Michael & Merle Orlove Family Foundation align perfectly with the mission and programming at GJFS. The values expressed through caring and individual dignity for all are rooted in Jewish heritage. The essence of our mission is to support those who face daily challenges, whether challenges are the normal transitions of life, new and unexpected hardships, or immediate crises.

Please do not hesitate to contact me if you need any additional information.

Sincerely,

Randy Colman

President/Chief Executive Officer











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Dr. Sheldon Ross
Eris Sandler
David Schulman
Sharon Schwartz
Seth Wise

President & CEO Randy J. Colman

Emeritus Board Members Dr. Stanley and Pearl Goodman November 9, 2022

Barry Rose, Director Rose Family Foundation 5790 SW 37th Terrace Fort Lauderdale, FL 33312

Dear Mr. Rose:

The Dr. Stanley and Pearl Goodman Jewish Family Services of Broward County (GJFS) is requesting \$10,000 to support the *Financial Assistance (FA) Program*. The goal of the program is to assist individuals experiencing dire financial circumstances (potential eviction and/or utility shut-off, inability to pay for medicine or medical bills, etc.) with emergency financial assistance to alleviate the immediate crisis and avoid loss of basic needs.

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The GJFS FA program is a core service provided by the agency for the Broward County community. The target population is those facing emergency financial needs – the most vulnerable members of the community – including those experiencing eviction, homelessness and/or utility shut-off. In particular, the population comprises those with emergent financial needs, seniors 55+, the unemployed, and those with disabilities.











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Through your support, GJFS FA program will help 2,300 unduplicated individuals avoid eviction and/or utility shut-offs. Funding will be utilized on rent, mortgage and utilities paid directly to vendors.

The funding interests of the Rose Family Foundation align perfectly with the mission and programming at GJFS. The values expressed through caring and individual dignity for all are rooted in Jewish heritage. The essence of our mission is to support those who face daily challenges, whether challenges are the normal transitions of life, new and unexpected hardships, or immediate crises.

Please do not hesitate to contact me if you need any additional information.

Sincerely,

Randy Colman

President/Chief Executive Officer











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Caran Rothchild Secretary

> Alfred Zeiler Treasurer

Jeffrey M. Wank Past Chairperson

Lisa G. Goldberg
Interim Executive Director

June 30, 2021

To Whom It May Concern:

Coast to Coast Legal Aid has had the pleasure of working with Goodman Jewish Family Services of Broward County for more than five years. Our team of attorneys specialize in providing high quality free legal advocacy, education, and representation for the low-income population in Broward County. Our collaborative work with social service agencies protect and strengthen individuals and families facing financial and legal crisis. To this end, we have found Goodman JFS of Broward to be one of the most important social service agencies in our arsenal.

We provide legal solutions to avert homelessness, assist in securing emergency financial aid, obtain needed mental health support, and secure protection for victims of elder abuse. Additionally, we aid JFS clients who are survivors of domestic abuse and those who are homebound, isolated, and disabled. Our attorneys and paralegals work in partnership with Goodman JFS Care managers to ensure that families have every resource available to move from crisis to strength so they may become independent, financially healthy, and active members of society.

As funding partners, we've worked with Goodman JFS through a Jim Moran Foundation Grant for homeless prevention and emergency financial service programs with grant funding for client services. Although this funding is helpful, it is still not enough to assist the growing need of the low-income senior population at risk of homelessness.

We strongly encourage you to join us in this important mission through your support and funding of this cornerstone of social services in our community.

Sincerely,

Lísa G. Goldberg

Lisa Goldberg, Esq.
Interim Executive Director
Igoldberg@legalaid.org
954-736-2462







June 30, 2021

To Whom It May Concern:

United Way of Broward County has been a long-time partner with Goodman JFS of Broward County, supporting this important community agency in its successful programs to prevent homelessness, provide emergency financial assistance, and deliver client care management for those most in need.

Through these efforts we have seen an increase in family stabilization, allowing at-risk populations (the elderly, infirmed, and families with young children) to stay in their homes while the agency addresses the financial crisis and underlying issues that have caused these clients difficulty and emotional turmoil.

As a leading social service funder in the county, we have seen the quality of service, program measurement, and funding stewardship that Goodman JFS provides. Furthermore, the agency's communication with United Way has been unwavering.

This year, United Way of Broward has funded over \$300,000 of programming at Goodman JFS --homelessness prevention, and emergency financial support for those affected by COVID19.

We encourage you to join us by supporting and funding this commendable organization.

Sincerely,

Maria Hernandez

Chief Program Officer

United Way of Broward County

MHans

Ansin Building | 1300 South Andrews Avenue | Fort Lauderdale, FL 33316 | PH: 954.462.4850 | UnitedWayBroward.org

Goodman Jewish Family Services Board of Directors 2023

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Secretary:

Wendi Norris - Community Volunteer and Advisor to The Cupboard

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Abby M. Freedman – Former School Board Member for Broward County Public Schools

Benjamin J. Genet –President and Chief Executive Officer of the Genet Property Group

Lisa Kasten – Retired

Lili Lowell – Associate Attorney at Stearns Weaver Miller law firm

Marc Lowell – President and Chief Executive Officer of A.I.D. Wealth Management

Ronit Neuman – Community Volunteer

Dr. Sheldon Ross – Podiatrist and oversees Sunrise Family Foot Care Center

Eris Sandler – Market President at BankUnited

David Schulman – Retired

Sharon Schwartz – Vice President and Associate General Counsel at Chief Executive Officer of SBA Communications

Seth Wise – Executive Vice President and a director at BBX Capital and President of BBX Capital Real Estate and Co-Chief Executive Officer of The Altman Companies

Emeritus Board Members

Dr. Stanley and Pearl Goodman – Dr. Goodman is a cardiologist. He and his wife are philanthropists. The agency was named for them in 2014 due to their ongoing support and a generous endowment.



February 10, 2023

Matching Contributions

Detail all matching contributions to the activity. Include the source, the type of contribution (i.e., grants, loans, own source of funds, real estate, etc.), and the value:

Source of Contribution	Type of Contribution	Value of Contribution
1. Claims Conference	Grant	\$750,000
2. Jewish Federation of Broward	Grant	\$545,000
3. Emergency Food & Shelter	Grant	\$520,000
4. United Way of Broward	Grant	\$175,000
5. Fundraising	Grant	\$95,000







II BankUnited

P.O. Box 521599 Miami, FL 33152-1599

>000676 6908786 0001 008229 30Z DR STANLEY AND PEARL GOODMAN JFS OPERATING ACCOUNT 5890 S PINE ISLAND RD SUITE 201 DAVIE FL 33328





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COMMERCIAL ANALYSIS CHECKING Ac couni ******2570

Account Summary

Statement Balance as of 12/31/2021				\$1,538,7(33.86
Plus	75	Deposits and Other Credits		\$249,074.98
Less	116	VVithdrawals, Checks : nd · Oliier Debits		\$931;549.04
Less		Service Charge		\$926.06
Plus		Interest Paid		\$0.0Q
Statement Balance as of 01/31/2022			ander y heldys government strapper (y constant comes VS-spyrment refere	\$855,353.74

Activity By Date

/ touvity D	y Date				
Date :	Description		WIthclrawals	Deposits	Balance
01/03/2022	AETNA AS01	HCCLAIMPM:T		\$144.00	\$1,538,897.86
	1760463236				
	Jewish Famil	y Services			
01/03/2022	AETNA AS01	HCCLAIMPMT		\$860.00	\$1,5 9,757.86
	1760463236				
	JEWISH FAM	ILY SERVICES			
01/03/2022	AETNA A04	HCCLAIMPMT		\$131,80	\$1,539,889.66
	1760463236				
	JEWISH FAM	ILY SERVICES			
01/03/2022	FCSO, INC,	HCCLAIMPMT		\$2,987.14	\$1,542,876.80

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STRATEGIC THREE YEAR PLAN

July 1, 2021 Through June 31, 2024 - Fiscal Years

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EXECUTIVE SUMMARY OF THE STRATEGIC PLAN

This Strategic Plan will serve as a road map for our organizations' future. The strategic direction and the goals included in this plan are the responses to understanding what the Goodman Jewish Family Services (GJFS) of Broward County clients, employees, and other stakeholders, value most about the organization, and a new understanding of current and future opportunities.

This Plan was developed with input from persons served, personnel, and other community stakeholders. It reflects the organization's financial position at the time the plan was written and it speaks to evaluating the plan at six month intervals (by direction of the Office of Human Resources) for relevance and updating as needed.

The Plan goals and their related activities address priorities identified during the strategic assessment process and through meetings and interviews involving top leadership, employees, community members and volunteers, through survey information, and through attendance at regularly scheduled Performance Improvement Committee and other related meetings.

The three (3) fiscal year period of this strategic plan will be a time of assessment and growth, with a fresh perspective on what works well and where improvement is needed.

GJFS will pursue a specific strategic direction which encompasses seven objectives all found within four overarching themes: strengthening and elevating the human side of employee performance through targeted employee training and development, bolstering Board engagement and inspiration, reaching out to our community to create good will and to increase funding through social media, targeted brand awareness, and other marketing efforts related to development, and ensuring client and other stakeholder success through the implementation of high quality campus and Behavioral Health technology.

GOING FORWARD

An Annual Management Report, written by both the Senior Human Resources Director and the Director of Behavioral Health (or their designees) will be created every twelve (12) months. Input will be obtained from the Finance Department, Grants, and the various other departments and programs. This report will be presented to the Board of Directors for review, comment, and direction. It will include a summary analysis of all the areas addressed in this Plan and its' goals. Examples of what will be included in this report are a summary of input from persons-served, accessibility, technology, training, and business indicators going forward.

PURPOSE - THE PLAN

As a guide for this organizations' future, the Plan is based on a strategic assessment of the organization. The Plan takes in to account the demographics of Broward County, Florida, the operational state of the agency, recent leadership changes, and the current and predicted changes regarding fundraising, government, donor, grant funding, and new Covid-19 related regulations that have and will come about due to the Covid-19 Pandemic. It additionally considers surveys of stakeholders and numerous individual interviews so that we can

understand expectations of GJFS and where we are and where we must go as the Goodman Jewish Family Services designs its path forward into these next three years.

In the Summer of 2019, the Board of Directors (Board) of the Goodman Jewish Family Services of Broward County (GJFS) committed to begin the CARF accreditation process, as the Board was, and continues to be, committed to continuous improvement and optimal outcomes for the community it serves. Achieving greater satisfaction for stakeholders and improving organizational, quality, efficiency and effectiveness are Board ambitions that are among the expected outcomes of the overall CARF accreditation preparation process. To that end, a Strategic Plan was created for the time-period of January 2022 through December 2024.

BACKGROUND & HISTORY

Founded in 1962, GJFS has helped thousands of residents of Broward County with life's hardest challenges. The Goodman Jewish Family Services of Broward County (GJFS) is a non-sectarian 501c3 charitable organization, dedicated to providing exceptional social services. In the beginning, there was only the Behavioral Health Department which had licensed clinical social workers and one psychologist. It was then called Jewish Family Service of Broward County. Back then, we were funded only by the United Way and the Jewish Federation of Broward County.

As the agency grew, GJFS began to respond to other community needs by adding services. At its' founding, GJFS served the Jewish community only; but, soon we began to respond to the needs of all Broward County residents. On March 19th, 2014, Dr. and Mrs. Stanley Goodman gifted the agency with three million dollars overall, a sum so substantial that it made it possible for GJFS to keep expanding its' services. More recently, on August 27th, 2018 the Benjamin Genet family made an overall gift of \$600,000 that again fostered continued agency growth.

Regardless of religion, race, income, or other status, GJFS provides life sustaining programs that empower individuals, strengthen families, and protect the vulnerable. These services offer hope and dignity to people who need a lifeline, physically, emotionally, or financially, through eight social service programs. We accomplish this through mental health counseling, emergency financial assistance, care for seniors, clothing for children, and more, so that no one in our community feels alone or without hope.

On February 1st, 2020, the Goodman Jewish Family Service of Broward County was awarded the coveted 4-star Charity Navigator rating for demonstrating strong financial health and commitment to accountability and transparency. This the highest possible rating and indicates that the organization adheres to sector best practices and executes its mission in a financially efficient way The 4-star rating verifies that GJFS exceeds industry standards and outperforms most charities in the non-profit area. The rating is obtained by applying data-driven analysis to the charitable sector.

During 2020 and 2021, there were many challenges for our country, South Florida, and for GJFS. The pandemic began and with it came both social and political challenges. Per Stephen Jackman, CEO, GJFS has been able to avoid much of the storm through both its' accomplished professional staff and sound financial management.

Other 2020 and 2021 significant challenges to the organization were successfully met. There were the losses of several key positions: CEO, Randy Kaminisky retired because of pandemic-related issues. Steven Jackman is now the acting CEO and a perfect fit; he is the former Board Chair and as such, is very familiar with all aspects of the organization. Steven Pearl was the COO for two years; he retired in 2019. He primarily oversaw the programs. The Senior Human Resources Director, David Malcun, replaced the retiring Phillip Sokolov in a seamless hand-off. Mr. Malcun has since been promoted to COO and a certified, experienced Human Resources Manager is being sourced to continue the future-forward work of the Human Resources Department.

A Board decision was made in the early Summer of 2021 to outsource the GJFS Finance Department to Miami CFO, a financial/accounting consulting firm with the specific expertise GJFS needs for both operational stability and strategic future growth. During this transition to an outside strategic partner, Laurie Wiborg (then Senior Director of Finance & Accounting) resigned and the Controller, Ryan Shull, CPA, went into private practice. The consulting firm, Miami CFO performs the work of these positions.

In 2020 Joshua's Path/Boost Program Coordinator, Samantha Salver left to relocate with her family to Tampa, Florida. With over 15 years professional experience in the field, Samantha Salver replaced her. Ms. Salver is a LCSW (credentialed/licensed social worker). She holds both a Bachelors' and a Masters' Degree in Social Work.

The Marketing position, vacant for three years, was temporarily filled by a respected marketing firm, O'Connell, and Goldberg (in 2020 - 2021) to get their take on the GJFS's social media potential. As consultants they shared their vision of a robust social media marketing future for GJFS. An active professional search for the actual position had begun but was paused during the height of the pandemic. It is anticipated that an outside firm may eventually be hired full-time to put these strategic marketing and social media ideas into place. Finally, the IT department was outsourced to a professional technical firm (L7 Solutions) in 2019. Since technology changes so quickly, technical skills need constant updating, and technical expenses can be prohibitive, senior leadership recommended, and the Board of Directors concurred, to outsource this work while considering what new hardware and software will be needed to meet the needs of the coming decade.

At this point in its' growth, the Goodman Jewish Family Services now has an experienced professional heading each of the individual GJFS programs.

Given the scope of these 2020 and 2021 personnel and other issues, it is well-concluded that the professional GJFS staff very effectively worked through these challenges. The fact that this was possible, with the current professional staff, opened-up excellent possibilities for future succession planning. As such, the Senior Director of Human Resources created the 2021 Goodman Jewish Family Services Succession Plan to ensure continuity and a stable, personnel-related future going forward.

MISSION

Goodman Jewish Family Services is dedicated to empowering individuals, strengthening families, protecting the vulnerable, and helping seniors age safely and with dignity.

VISION

Goodman Jewish Family Services envisions a community where no one is in need, alone, or without hope.

VALUES – Client-centered values are found below.

- Access
- Collaboration & Empowerment
- Community-Based System of Care
- Continuous Quality/Performance Improvement
- Culturally Competent Service Delivery
- Data Driven Systems
- Engagement for Better Outcomes
- Feedback & Exchange Opportunities
- Fostering Hope & Individual Acceptance & Success
- Individualization- allows for self-paced learning; everyone is unique.
- Intervention through Early Problem Identification
- Natural/Community/Comfortable Environment Support
- Non-discriminatory Services
- Outcomes Defined Separately from "Expectations"
- Access to Peer Support
- Person-Centered System of Care
- Prevention Based on Education and Good Information
- Professional Competency of a Skilled Workforce
- Self-determination to Make Individual Decisions
- Skill-Development Programs & Services
- Trauma-informed Care Programs & Services
- Utilization of Full Human Capacity To Achieve Personal Goals

VALUES - Employee Values as found below and in the GJFS Employee Handbook

- A Strong Work Ethic
- Dependability and Responsibility
- Possessing a Positive Attitude
- Adaptability
- Honesty and Integrity
- Self-Motivated
- Motivated to Grow and Learn
- Self-Confidence

BOARD OF DIRECTORS – DESCRIPTION - 22 MEMBERS

The members of the Board of GJFS actively review stakeholder surveys to ensure that the needs of persons served, and other stakeholders, are being met and to ensure that GJFS services are relevant to these stakeholders.

The Board is actively involved in reviewing all aspects of financial planning and management, to include review of the monthly GJFS financial statement, ensuring that the organization is financially responsible, solvent, and conducting fiscal management in a fashion that supports the GJFS mission and values. This review is consistently accomplished as there are Board representatives seated on the Finance Committee. Prior to the Pandemic, the Board had been actively involved in hosting in-person fundraising events. During the pandemic they have been referring vetted donors to our Director of Strategic Development and hosted a virtual fund raising event. Additionally, each Board member makes a significant annual contribution to GJFS.

BOARD OF DIRECTORS – EXECUTIVE COMMITTEE

Douglas Jacobs Chairman

Stephen Jackman Immediate Past Chair

Alan B. Cohn Treasurer
Douglas Cohen Secretary

Ivy Feinstein Vice Chair, Governance Committee Marcy Hoffman Vice Chair, Personnel Committee

Barbara Goldberg Vice Chair, At Large Vice Chair, At Large

SENIOR LEADERSHIP - DESCRIPTION

Each member of the senior leadership team is degreed and experienced in his or her field. Some have advanced degrees and industry certifications. Several joined GJFS due to very personal experiences and close attachments to either a particular program or to the non-profit world in general. All share a passion for their craft.

SENIOR LEADERSHIP - MEMBERS

Stephen Jackman Acting Chief Executive Officer

David Malcun Chief Operating Officer, Sr. Director of Human Resources

Joanne Arnowitz
Jessica Ruiz, Ph.D.
Claudia Welsh
Eric Troy
Lourdes Fiegler

Executive VP Grants & Programs
Director of Behavioral Health
Director of Development
Director of Holocaust
Cupboard Director

Lisette Palmero Financial Assistance Manager

PERFORMANCE IMPROVEMENT COMMITTEE - DESCRIPTION

Each member of the Performance Improvement Committee is on the team because he or she is able to find the best way to prepare for CARF accreditation and the survey process by identifying areas in need of improvement and carrying out and monitoring these efforts.

PERFORMANCE IMPROVEMENT COMMITTEE - MEMBERS

Jessica Ruiz, Ph.D. Director Behavioral Health, Committee Co-Chair

David Malcun Senior Director of Human Resources, Committee Co-Chair

Rina Tsohn Clinical Supervisor

Allyson Levin Director of Grant Relations

DeAnna Arana Director of Annual and Corporate Giving
Kayla Weinberg Administrative Assistant, Behavioral Health
Marci Ronik Consultant, Ronik-Radlauer Group, Inc

Lyn Pont, Ph.D. Consultant, MFB, Inc.

CARF PLANNING COMMITTEE - DESCRIPTION

The CARF Planning Committee was created to coordinate organizational-wide preparation for the accreditation survey and to ensure that the CARF standards are incorporated into day-to-day Behavioral Health operational practices.

CARF PLANNING COMMITTEE - MEMBERS

Marci Ronik Consultant, Ronik-Radlauer Group, Inc

Rina Tsohn Clinical Supervisor

Kayla Weinberg Administrative Assistant, Behavioral Health

THE STRATEGIC PLANNING PROCESS

In the Summer of 2019, the Board of Directors tasked senior leadership with sourcing, interviewing, and engaging an experienced nonprofit, health, and human services consultant to guide the process for the Goodman Jewish Family Services/Behavioral Health Associates of Broward. The Ronik-Radlauer Group, Inc. was chosen for its' successful history of assisting non-profit organizations in attaining their strategic goals.

In August of 2019, a Principal of the Ronik-Radlauer Group, Marci Ronik, M.S., who has expertise in overseeing large-scale system and organizational assessments, began conducting such assessments with and for the GJFS Behavior Health part of this organization. Working with GJFS Behavioral Health professionals, she has successfully guided them in the creation and updating of necessary documentation, policies, and processes.

In mid-January of 2021, GJFS engaged Lyn Pont, Ph.D., a researcher, and writer with significant experience in Jewish non-profit organizations, to put the results of these, and other assessments, interviews, meetings, surveys and more, into a cohesive strategic plan format.

JFS is committed to this accreditation as it signals the organizations' commitment to continually improving services, encouraging feedback, and serving the community. In September of 2019, the Performance Improvement Committee began discussions about the importance of CARF accreditation.

The Performance Improvement Committee had its first meeting in September of 2019. It was at these that the idea and process of CARF accreditation became an important topic of discussion. Between that time and through August of 2021, 32 such meetings were held consistently, every other Friday. These meetings will continue every other Friday throughout 2021 and will go on indefinitely.

Through April of 2021, ten (10) formal CARF Planning Committee meetings focused entirely on CARF accreditation requirements and continued performance improvement have been held. These meeting are slated to continue through the end of 2021 and beyond.

HOW PLAN IS COMMUNICATED TO STAKEHOLDERS

At the completion of the process, this strategic plan, its intentions, and its outcomes will be communicated to stakeholders, through both the office of Human Resources and our designated Marketing Coordinator, so that stakeholders are aware of the direction the organization plans to take in the future.

A one page statement that explains our mission, what we strive to achieve, and how it will be achieved, will be posted on the GJFS website, sent out to stakeholders through our new social media platforms, and emailed to stakeholders through e-mail blasts. Updates will be communicated every six months during the Plan's three (3) years. This statement is created by the Senior Human Resources Director (or designee), based on the Plan's stated goals.

This one page letter will be physically posted in all GJFS offices and points of client and public contact. It will be mailed to our affiliated agency stakeholders by the Office of Human Resources. This same letter will be read by the Senior Director of Human Resources (or designee), at the GJFS regularly scheduled Employee Town Hall Meetings.

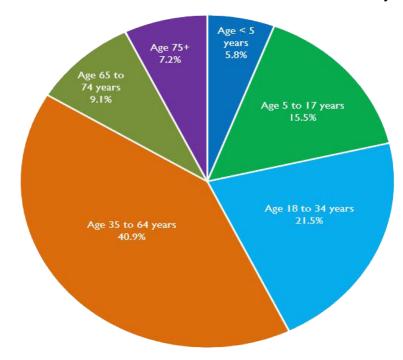
This reading will include updates regarding goals and progress in meeting these goals. Communications about the plan outcomes will also be broadcast through social media channels (as these channels are created) to our stakeholders, at six month intervals, under the direction of the Office of Human Resources.

DEMOGRAPHICS OF SERVICE AREA - BROWARD COUNTY, FLORIDA

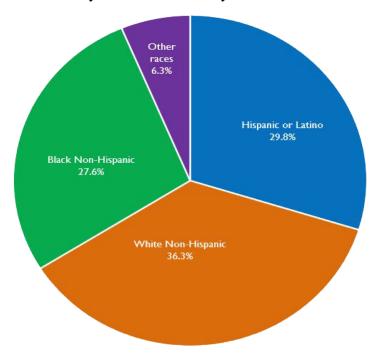
We have accurately identified the demographics of our service area to provide a picture of the potential persons to be served and their needs.

Having a population of 1,932,212 makes Broward County the 2nd largest of Florida's 67 counties. Below is the 2020 census information as provided by the State of Florida through

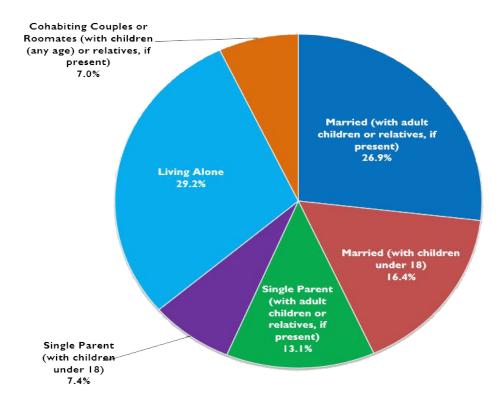
its' Broward.org website. This demographic snapshot is forwarded to each program manager, annually, by the Department of Human Resources (or designee). This is the most recent census information available and is found below: Residents by age:



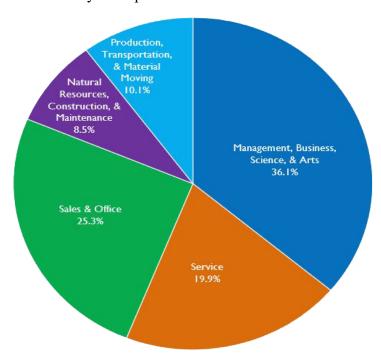
Residents by Race and Ethnicity:



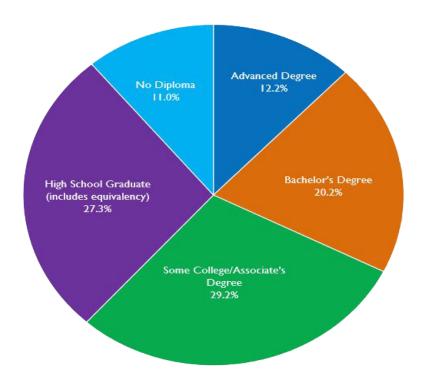
Household and Family Types:



Residents by Occupation:



Residents by Education Attainment



Broward County provides other data (in a variety of formats) that are useful for GJFS to examine in terms of seeing who their programs serve currently and can serve in the future. Additional and related data are found below. The Veterans statistic was obtained from the Veteran's Administration of Broward County.

✓ Males: 48.7%

✓ Females: 51.3%

✓ Veterans: 5.15%

✓ Residents in labor force: 1,054,173

✓ Unemployment rate: 2.8%

✓ Number of businesses: 61,995

✓ Number of jobs in county: 718,9985

✓ Median household income: \$59,547

✓ Median family income: \$71, 206

✓ Per capita income: \$32,909

To clarify the above numbers, median family income is typically higher than median household income because of the makeup of the household. Family income measures are commonly used in qualifying communities for government programs. The measure of income that is person-based is per capita income.

Religion in Broward County, Florida: This information is taken from the website: bestplaces.net/religion This site is used by the Broward County Chamber of Commerce to obtain Broward County statistics.

37.0% of the people in Broward County practice a religion:

- 5.7% are Baptist
- 0.4% are Episcopalian
- 16.5% are Catholic
- 0.4% are Lutheran
- 1.6% are Methodist
- 1.7% are Pentecostal
- 0.6% are Presbyterian
- 0.5% are Church of Jesus Christ
- 6.5% are another Christian faith
- 1.3% are Jewish Judaism
- 0.8% are of an Eastern faith *
- 1.0% affiliate with Islam

Languages spoken in Broward County, Florida . This information is taken from the website: https://www.livestories.com/statistics/florida/broward-county-language.

Regarding languages spoken in Broward County, FL, the most common language spoken is English (65.04%). This is the breakdown of languages spoken in Broward County, FL.

This is the breakdown:

English: 65.04%

Spanish: 27.1%

Haitian: 6.03%

Portuguese: 1.83%

^{*}Eastern faiths are those that originated in East, South and Southeast Asia and include Buddhism, Hinduism, Sikhism, Confucianism.

DEMOGRAPHICS OF GJFS PROGRAMS – CHART & SUMMARY OF RESULTS

		G.	JFS T	Demogra	phics - Ju	ılv	2020 th	rougl	h May	2021				
Broward County	Behav Health Associ Brow	vioral h ciates	Ho Sur Ass	locaust vivors sistance ogram	Joshua' Path/BO OST Disabili	<u>s</u>)	Dome: Abuse	stic	Eme Fina	ergency incial istance	Ben	rit & n Genet bboard	RA PA	
Broward County	BHBG	<u>C</u>	HS	<u>AP</u>	Service Joshua' Path		Dom. Abuse			ncial stance	<u>Cu</u> p	<u>bboard</u>	<u>RA</u> <u>PA</u>	
Age	Broward County		BHBC	HSAP Jo Pa		shua's uth			Financial Assistance		Cupboa	<u>rd</u>	RAK PAK	
0-10 11-17 18-30 31-45 46-64 65+ Only Joshu Path 18-65	caust *** ua's only	11.72 9.87 15.11 20.21 27.72 15.37	% % % %	1% 22% 18% 15% 16% 28%	7% 59% 31% 2% ***	10 **	<mark>00%</mark> :	0% 0% 14% 37% 37% 12%	/ <u>o</u> / <u>o</u> / <u>o</u>	0% 0% 7% 30% 39% 24%		0% 0% 1% 8% 27% 62% ****		2% 0% 10% 41% 37% 11%
Total %				100%	100%	<u>10</u>	00%	100	<u>)%</u>	100%		100%		100%
Gender														
Female		51.3%		77%	59%		3%	100		70%		63%		81%
Male		48.7%		23%	41%		7%)%	41%		37%		11%
Other		0%		0%	0%	0)%	C)%	0%		0%		8%
Total % Race		100%		100%	100%		00%	100)%	100%		100%		100%
White		63.1%		81%	100%		3%	90%	/0	50%		85%		57%
African American/Blac	ck	30.2%		4%	0%		5%	0%		34%		24%		23%
American Indian Asian or Pacif	30	0.4%		0%	0%	0)%	0%	⁄ ₀	1%		0%		0%
Islander Bi-Racial or M		4.3%		1%	0%	1	.%	0%	6	0%		0%		2%
Racial Of N	111111	2.3%		5%	0%		1%	3%	6	1%		0%		1%
Other		0.4%		1%	0%		0%	0%		3%		74%		11%
Hispanic		31.1%		9%	0%		25%	79		10%		4%		6%
Total %		100%		100%	100%		00%	100		100%		100%		100%
Religion														
Catholic		16.5%		12%	0%	(0%	0	%	8%		2%		9%
Christian		17.4%		23%	0%	(0%	0	%	30%		4%		15%

Unknown/Declined	N/A	4%	0%	0%	0%	7%	4%	15%
Jewish	1.3%	53%	100%	100%	100%	42%	87%	53%
Other	1.8%	9%	0%	0%	0%	13%	2%	8%
Total %	100%	100%	100%	100%	100%	100%	100%	100%
Ethnicity	10070	10070	10070	10070	10070	10070	10070	10070
Hispanic Hispanic	29.8%	15%	0%	10%	8%	14%	4%	11%
Israeli	.007%	3%	0%	0%	31%	2%	3%	4%
Non-American	100770	370	070	070	3170	270	3,0	170
born	32.9%	6%	0%	0%	0%	5%	18%	3%
Non-Hispanic	36.3%	70%	0%	90%	54%	64%	29%	56%
Other	7.28%	7%	100%	0%	7%	6%	37%	13%
Unknown/Declined	0%	0%	0%	0%	0%	7%	9%	13%
Total %	100%	100%	100%	100%	100%	100%	100%	100%
Relationship								
Status								
Married	46%	23%	40%	**	24%	19%	23%	16%
Cohabitating	7%	5%	0%	**	2%	1%	1%	0%
Divorced	26%	9%	4%	**	24%	11%	14%	12%
Partner	Unknown	5%	0%	**	2%	1%	1%	1%
Separated	5%	1%	1%	**	8%	1%	3%	2%
Single	69%	48%	1%	**	14%	39%	17%	21%
Widowed	13%	10%	29%	**	2%	6%	17%	3%
Unknown	Unknown	0%	25%	**	25%	22%	5%	44%
Total %	100%	100%	100%	**	100%	100%	100%	100%
	10070	10070	10070		10070	10070	10076	10076
Veteran	5 150/	2%	20/	**	20/	4%	5%	20/
Yes	5.15%		2%	**	2%	89%	80%	2% 82%
No	94.85%	96%	66% 1%	**	87%	0%	2%	2%
Spouse Spouse	Unknown Unknown	0%	0%	**	0%	0%	0%	0%
Military Family	Ulikilowii	070	070	**	070	U70	0%	070
Member	Unknown	1%	0%		0%	1%	0%	0%
Unknown	Unknown	0%	31%	**	11%	6%	12%	15%
Total %	Clikilowii	100%	100%	100%	100%	100%	100%	100%
Primary		10070	10070	10070	10070	10070	10070	10070
Language								
English	58%	93%		100%		54%	46%	60%
American Sign		, , , ,					1011	
Language	Unknown	0%	0%	**	****	0%	0%	0%
Hebrew	.4%	1%	2%	**	****	2%	3%	3%
Other	7.86%	3%	2.92%	**	****	1%	0%	2%
Russian	.52%	1%	60.%	**	****	1%	14%	0%
Spanish	27.1%	2%	0.83%	**	****	6%	3%	4%
Unknown	0%	0%	0%	**	****	37%	3%	32%
Yiddish	16.6%	1%	75%	**	****	0%	0%	0%
Total %	100%	100%	100%	100%	100%	100%	100%	100%
1 Utai / U	100/0	100/0	100/0	100/0	100/0	100/0	100/0	100/0

Notes & Explanations Regarding the Demographics:

- **Joshua's Path/Boost Program participants are all other abled adults and as such have not/will not be in the military nor marry, divorce, or cohabitate. All speak English; there are some who are bi-lingual (English/Spanish).
- ***Median age Holocaust is 86.
- ****In the Domestic Abuse program, participants did not wish to give information that might serve to identify them (languages spoken).
- *****The Cupboard is governed by grants that require service primarily to the Jewish population of Broward County. The Cupboard refers others immediately to local agencies where food is readily available.

Websites Used:

- Religion Other includes Muslim, Hindu, and Protestant
- Cupboard data based on head of household.
- https://www.broward.org/Planning/Demographics/Documents/BBTN/BBTN_EnglishFluency-2018-01A.pdf
- https://www.sun-sentinel.com/news/fl-xpm-1987-05-07-8701290200-story.html
- https://datausa.io/profile/geo/broward-county-fl/#demographics
- https://www.sun-sentinel.com/florida-jewish-journal/news/broward/fl-jjbs-demography-1123-20161121-story.html
- https://www.florida-demographics.com/broward-county-demographics (13,600 Israeli born divided by population of county 1,926,205 = .007)
- https://www.towncharts.com/Florida/Demographics/Broward-County-FL-Demographics-data.html
- https://www.bestplaces.net/religion/county/florida/broward
- https://www.bestplaces.net/people/county/florida/broward
- https://statisticalatlas.com/county/Florida/Broward-County/Marital-Status
- https://statisticalatlas.com/county/Florida/Broward-County/Age-and-Sex
- https://www.chchearing.org/ (Center for Hearing & Communications Broward)
- https://datausa.io/profile/geo/broward-county-fl/

SERVICE AREA NEEDS: INPUT FROM PERSONS SERVED & OTHER STAKEHOLDERS FOLLOW

To ensure that input is received from persons served and other stakeholders, the organization collects information, utilizing a variety of techniques and methods, on a regular basis to provide feedback. The information is analyzed and the results shared with leadership so that necessary changes in policies or management practices can be authorized by the Performance Improvement Committee. The Performance Improvement Committee is also responsible for the follow-up and evaluation of the effectiveness, efficiency and satisfaction with revisions made. This committee

is co-chaired by Dr. Jessica Ruiz, Director of Behavioral Health, and David Malcun, Sr. Director of Human Resources and Chief Operating Officer.

The variety of ways that feedback is obtained include:

- Satisfaction Surveys (persons served and employees)
- Staff Meetings
- One-on-one interviews in person, by telephone, by Zoom
- Suggestion Boxes
- Client Grievances and Complaints
- Post-Discharge Follow-Up Studies for BHAB clients
- Referral Source Satisfaction Surveys
- Results of monitoring visits and reports.

SWOT ANALYSIS – PERFORMANCE IMPROVEMENT COMMITTEE

On March 10th, 2021, a Performance Improvement Committee meeting was held for the specific purpose of completing a SWOT analysis of the GJFS.

In attendance were:

David Malcun, Allyson Levin, Jessica Ruiz, Lisette Palmero, Lauri Wiborg, Ross Adel, Lourdes Fiegler, Ryan Shull, Darrelle Buckley, and Lyn Pont.

Prior to this meeting, each professional was given a blank SWOT analysis form so they had time to carefully think about their meeting responses well in advance. Both at this meeting, and in the email that accompanied the blank SWOT analysis form, it was explained that a SWOT analysis stands for strengths, weaknesses, opportunities, and threats. This tool is used to identify and analyze an organizations' internal and external environment.

The SWOT has helped GJFS to identify what we do well, to address what we are lacking, to minimize risks, and to take the greatest possible advantage of chances for success.

The summary results of the input by this group are included in the Strategic Plan as a guide to understanding how these stakeholders view forces effecting the GJFS internal and external environment. The SWOT results, combined with the many interviews and meeting results, will help to inform the final Plan goals. The completed SWOT form, from that meeting, is found below. **NOTE:** It should be noted that many of the perceived weaknesses and opportunities in the following SWOT (below) were related to social media/marketing, technological improvements, and training as probable resolutions.

The Goodman Jewish Family Services of Broward County SWOT Analysis

Conducted by Performance Improvement Committee – 03/10/21

STRENGTHS

- 1. Good at helping people in need.
- 2. Have 58 years of history.
- 3. Passionate and dedicated staff.
- 4. Financial Stability.
- 5. Educated and experienced staff.
- 6. Safe work environment.
- 7. Continuity of work throughout the pandemic. Proactively respond to community crisis.
- 8. Wrap around services.

WEAKNESSES

- 1. Marketing (training, social media)
- 2. Fundraising not maximizing potential (marketing, social media).
- 3. High turnover in staff and key leadership.
- 4. Communication across departments. Training.
- 5. Technology
- 6. Gossip/misinformation Training
- 7. Institutional memory. Retention.
- 8. Do not have the bandwidth to deal with reemployment services.

OPPORTUNITIES

- 1. Succession planning and continuity of information. Retention.
- 2. Marketing (including electronic)
- 3. Technology upgrades. Make more efficient.
- 4. Training professionalism hard and soft skills.
- 5. Lots of people in need and people who want to help.
- 6. Develop organizational identity within. Training. Marketing.
- 7. Opportunity to form partnerships with other organizations.
- 8. Reemployment services after Covid.

THREATS

- 1. Competition for funding. Always.
- 2. That we are limited to Broward County, and we service Jewish people. Can be a grant requirement.
- 3. The pandemic demand could exceed resources. This is an unknown.
- 4. Currently unable to go out for home visits due to Pandemic. Will ease as Pandemic eases.
- 5. Marketing/social media needed.
- 6. Returning to work 100% post pandemic fear. Will ease with time.

JFS EMPLOYEE INTERVIEWS – EITHER TELEPHONE OR ZOOM

Starting in February, and continuing through April of 2021, Thirty-six (36) GJFS employees were randomly selected to be interviewed by Lyn Pont, either by telephone or by Zoom. These qualitative interviews were conducted to compliment the quantitative employee survey results and to better understand the expectations of this group of internal stakeholders.

All employees have been advised that (unless approved by the employee) their names are not attached to individual comments.

SYNOPSIS OF GJFS EMPLOYEE TELEPHONE OR ZOOM INTERVIEWS

Below is a snapshot of representative themes obtained from the interviews. This is not a comprehensive list of all quotes and observations. The interview process helped to inform the goal recommendations of the Strategic Plan, as did other stakeholder observations. Employee comments are grouped by like subject matter.

Strengths

- "Highly skilled employees"
- "Our staff is dedicated staff."
- "JFS has been supportive during the Pandemic."
- "Our CEO inspires confidence."
- "Clients say we always return phone calls."
- "I love my job."
- "Everyone here pulls together to help people."
- "Great keeping in touch with clients through Zoom during the Pandemic"
- "Rewarding work."
- "Loyal and devoted employees."
- "Fine standards of excellence."
- "Love what I do."
- "Best place I've ever worked."
- "My work is respected.
- "Family oriented.
- "GJFS cares about me as a person."
- "Dedicated staff."
- "Love the communication and collaboration of my colleagues."
- "People are passionate about their work."
- "JFS treats people with dignity; clients leave with a smile."
- "2021 has been great for bringing in more Jewish & other funding."
- "Good funding for Jewish population."
- "We have the financial resources because of our grants."
- "We have dedicated donors."
- "Committed donors."
- "We can help people other agencies can't help because we have the grants."

Challenges

- "High turnover."
- "There's been a ton of turnover."
- "I don't know anyone in the office anymore."
- "Turnover puts pressure on everyone."
- "Can't keep losing talent."
- "Loss of institutional knowledge."
- "Morale is affected by turnover."
- "JFS needs stability of staff."
- "So much turnover makes me feel that maybe people don't care about me."
- "Can someone see if our salaries are competitive?"
- "I need a salary review."
- "I would like more growth in terms of either a promotion or just more learning."
- "I love it here, but I need at least a cost of living increase."
- "How can they care if they don't give you a performance review?"
- "Give current staff opportunities before looking elsewhere to fill positions."
- "Personally, I think we need more internal promotions."
- "They look outside when they want to fill an opening."
- "Need social media and other marketing support."
- "Better marketing through social media will lead to better fundraising."
- "We need more outside coverage about us maybe more media outreach."
- "We don't have social media. We just have Instagram & some Facebook."
- "The website needs a modern look. It needs to be updated."
- "We need more modern-looking flyers and paper marketing items."
- "We are the best kept secret in Broward County. We need social media."
- "Covid made everything difficult for employees and clients."
- "Covid limits relationships with clients and fellow employees"
- "I can't visit our survivors now."
- "We are more careful with money since the Pandemic."
- "Funding is always a constant challenge, especially with Covid."
- I can't complete assessments at homes because of Covid."
- "When I was transferred to a different department I wasn't trained."
- "Departments need to understand what other departments do."
- "I would like training on interviewing and financial skills."
- "I need to be trained in interviewing skills."
- "There's been lots of change, is there training for that? Change Management?"
- "I need to go out into the community and speak; I'm uncomfortable."

- "My job requires that I present in front of people but I'm not good at it."
- "Training is needed, departmental & overall skills. Maybe supervisory?."
- "I need training to do my job better."
- "We could use communications training."
- "Welligent needs to be replaced."
- "Our campus technology is old."
- "People are changing systems due to lack of training, not the technology."
- "Need more user friendly system than Welligent."
- "Welligent is antiquated."
- "We are looking into costs of replacing Welligent."
- "When I'm not there, no one else knows all about Welligent."
- "We need to look at our overall campus technology."
- "Sometimes the software itself can provide training."
- "Departmental software needs to be newer and friendlier."

NOTE: It should be noted that many of the perceived weaknesses and opportunities in the telephone discussions above, were related to social media/marketing, technological improvements, and training as probable resolutions.

The Longest term employees:

Deborah Fox – **Employed over 46 years.** Ms. Fox gave the interviewer permission to use her name for this narrative. On March 4th, 2021, this writer spoke with Deborah Fox, Licensed Clinician with Behavior Health. Joining GJFS in 1977, Ms. Fox was the first agency intake worker. She has been with GJFS for 44 years and credits her work longevity to "comradery, trust, and the loyalty of her peers and leaders." "Leadership was flexible and gave me time off to have and care for my children."

Her expectations regarding salary have not been met. "No salary increase in at least two years." "No performance evaluation since 2019." "I am not certain that we are on a par salary-wise, with other clinical social workers in the community" She was confident that the opportunity will be there as younger professionals join the organizations because, "they have different expectations." She would like to see at least as "standard of living increase" as an acknowledgement for the employee's work. She would like to see regular performance reviews again, to boost morale. She appreciates the openness of the clinical staff meetings; "issues can be brought to light." She believes that GJFS programs are "vital for the community" and that "our new hires will strengthen and revitalize us." Covid-19 closed the Coral Springs office because "we couldn't see clients." She'd like to see it re-opened but believes the future is in tele-health; "it has been a "boon for GJFS."

Barbara Bailin – **Employed over 27 years** expects continued support from GJFS for the Financial Assistance program. Ms. Bailin gave the interviewer permission to use her name for this narrative. On February 16th, 2021, this writer spoke with Barbara Bailin (Director Financial Assistance). She believes the GJFS strengths are found in its' commitment to the

entire community and she sees the GJFS weakness as turnover; she would like to see more stability. She praised Steven Jackman who "has a steady hand and is a business-person who understands social services."

She would like the agency to offer training on interviewing and other skills to assist with employment stability. The future she sees for GJFS is having stable leaders who understand social services. Mr. Jackman has added monthly Town Hall type cheerleading events. This is very heartening for morale building during the Pandemic.

PROGRAM DESCRIPTIONS

HOLOCAUST SURVIVOR ASSISTANCE

Eric Troy, LMC, Program Director

Interviewed: 01/27/21, 02/04/21 & 07/16/21

Broward County has one of the largest Holocaust survivor populations in the United States.

The Holocaust Survivor Assistance Program at Goodman JFS provides compassionate support to survivors of the Holocaust by coordinating benefits and services tailored to meet their unique, present-day, needs.

The staff has the professional expertise to identify, and the sensitivity to address, the healthcare, social, financial, and emotional needs of Jewish survivors of the Nazi atrocities.

As the social service organization selected by The Conference on Jewish Material Claims Against Germany, or Claims Conference, to provide resources to survivors in Broward County, this program can help those in our community qualify and apply for compensation, restitution, and a wide range of programs and services. The Claims Conference represents the world's Jews in negotiating for compensation and restitution for victims of the Nazis, and their heirs.

Goodman JFS of Broward is committed to honoring the dignity of Holocaust survivors while providing the care and support needed to improve the quality of their lives.

Programs and Services: The Holocaust Survivor Assistance Program provides:

- Homecare services to aid with instrumental activities of daily living (IADL) including housework, meal preparation, shopping, using phone, transportation and translating services.
- Personal and nursing care to assist with eating, bathing, dressing, walking, transferring using the toilet.
- Skilled nursing which includes direct care as well as management and observation of the client's current care.
- Supplemental services which include food assistance, medicine, dental and medical care, minor home modifications, transportation, and socialization programs.

Program Budget – 2021: \$22,323,000 (this is 232,300 more than last year)

How Funded: Most of the budget is funded by the Conference on Jewish Material Claims Against Germany. The remainder of the budget is funded through the Jewish Federation of Broward County; they contributed \$700,000 for 2021. Other fundraising activities are expected to bring in additional monies during 2021.

Number Served: 775

Number of Staff: 21

Program Considerations - strengths/weaknesses/opportunities/threats:

- Strengths: We have very dedicated and hardworking staff and an excellent relationship with our primary grantor, the Claims Conference. Additionally, we have three supervisors, all of whom are respected and our employee turnover is almost non-existent.
- Weaknesses: We have limitations related to our grant from Germany. There are three categories of survivors and homecare approval (hours allotted) are based on prosecution level. An example is if a client was in a concentration camp they are eligible for an aide 24/7. Someone interred in South Africa is eligible for 25 hours a week of aide assistance. Another weakness is that we help to pay client debts but there are many, many steps. These steps and the required paperwork are very time consuming and frustrating for our survivors.
- Opportunities: To expand the program through marketing and fundraising. We created Zoom programs during the Pandemic to increase survivor socialization opportunities and we will expand these. We are looking into program opportunities for the youngest survivors who today are in their mid-70's. Some play tennis! We are doing more sensitivity training for home health aides because of client mental health issues related to their trauma. This opportunity changes the dynamic of the aide-client relationship.
- Threats: Our threats generally are risks related to our vulnerable population. Our biggest threat is, and for some time will be, Covid-related. We have stopped our housekeeping services and volunteer's delivery of meals; they now leave boxes at the door (which decreases socialization opportunities). Through 2021, the plan is to keep in place Covid-related health and sanitation protocols. Another threat is that we send in workers to make repairs. If a lamp is broken, this is a legal threat, as is the case where a walker we recommend may break. Finally, the needs of our oldest clients will increase and happily, the German government tells us they will be responsive to these needs by increasing allowable aides' hours in the future.

Thoughts going forward: Going forward, the Director foresees continuing to receive appropriate funds for survivors, as the youngest current client is about 75 years old. The needs of the oldest clients will only increase and the German government is responding positively. An educated and conservative guess would easily have this program in effect for at least the next twenty years.

For the more immediate future, in partnership with the Dorit & Ben J. Genet Cupboard, cooked meals are being planned for delivery to survivors. The mechanics of this are being worked out for implementation no later than late in 2021. These will be similar to "TV dinners," with recipients only having to heat them up. The Meals on Wheels program for its' current survivors (10) will continue for now. Assuming the Cupboard prepared meals pilot program is a success, we will transition completely to the meal's delivery program. About 25 participants are initially expected to participate in the first fiscal year, with more to follow.

The Board is having earnest discussions about the need to build housing for the survivors as they continue to age and the funding required to implement this idea in the very near future. The Board is seriously talking about first conducting a needs assessment and then, based on the results, securing the dollars, the land, and the administrative expertise to initiate this project in 2022.

BEHAVIORAL HEALTH ASSOCIATES OF BROWARD, COUNSELING CENTERS OF GOODMAN JFS

Jessica Ruiz, Ph.D., Chief Psychologist/Director of Behavioral Health

Interviewed: 01/02/21, 02/02/21, & 02/09/21

Behavioral Health Associates of Broward, Counseling Centers of Goodman JFS, (BHAB) has been providing compassionate, high quality, confidential counseling since 1962. Our caring therapists provide counseling for individuals, couples, and families regardless of race, religion, culture, sexual orientation, or other characteristics.

BHAB offers comprehensive psychological services. Our clinicians each have specialized areas of expertise and decades of combined experience, whether helping Holocaust survivors, victims of domestic abuse, couples who are struggling with marriage or divorce, parents seeking support, or individuals seeking help with life's challenges.

Originally located in Plantation, BHAB now has two modern, safe, comfortable office locations, in Davie and Coral Springs/Parkland. Taking the first step to seek counseling is an important decision and we believe that in choosing BHAB, you have made the right choice.

Program Budget – The 797,000

How Funded: Fee for service plus grants (Federation, Deluca Foundation, Parkland cares). Federation is \$55,000. Deluca is 57, 801. Parkland Cares \$100,000.

Number Served: Projected to serve 430 this year.

Number of Staff: 10 total. 5 fulltime and 5 per diem. 3 of the 5 are full time clinicians, of those, one is a Psychologist and 2 licensed clinical social workers and 1 Director and 1 clinical supervisor.

Program Considerations - strengths/weaknesses/opportunities/threats:

- Strengths: The education and credentials of our professional staff are tremendous strengths. There is amazing dedication and passion. During this Pandemic, the clinicians are working on Telehealth from home. Several of the staff are trained in treating trauma (for Parkland and Holocaust). One therapist speaks in sign language and we have a child and adolescent psychologist who also does psychological testing. One psychologist is trained in trauma and addiction. Several speak Spanish. Each year we have between 3-5 doctorial trainees, several of these trainees speak Spanish as well. We provide "top notch" clinical services. We match our clients to our clinicians for better outcomes.
- Weaknesses: Limited in the number of people we can serve so doesn't allow for growth. Can get several qualified, licensed applications a month, but, as an example, Blue Cross must first approve then. Medicare does this right away. Other payers take tremendous time to approve. Looking into ways that group credentialling is possible. Also believe that there is not enough privacy for clients because while there are benefits to being on a Jewish campus, there is a downside. Being on a Jewish campus makes us a target for a person meaning to do harm. Also, regarding our clients, they might be recognized and reluctant to come. This is a small and tight Jewish community. The upside is we are in a place to make meaningful contacts within the community and on site with other agencies.
- Opportunities: Have posted and advertised for clinician (2-3 per diem). Looking forward to interviewing the many who applied. Collaboration with other programs and with Federation and our own visibility here is good. People become aware of us and we can improve connections and relationships. Want to expand behavioral health as a business and would be easier as a stand-alone situation. We just closed our location near Parkland (where we served the MSD students) because of Covid. The Director can foresee reopening when the Pandemic lessons. Hopefully, we may be able to reopen Fall 2021 as more people are vaccinated. Additionally, Behavioral Health has begun to conduct confidential and HIPPA compliant counseling via our telehealth portal.
- Threats: Trouble recruiting and credentialling particularly during Covid. If clinicians are able to work from home he/she can have a private practice and make up to double of a salaried clinician. Another threat might be Welligent, this computer software is difficult to use and does not support the program and its' clients as well as it could. Additionally, the Program Director is speaking with the Senior Human Resources Director about conducting an area salary survey to ensure that we are paying consummate with area pay scales. Trouble recruiting may have much to do with the Pandemic so this will be investigated.

Thoughts going forward: Going forward, the Director can foresee a possible incentive plan for clinicians. The more clients they see, the more they are able to pay clinicians. This is a discussion she will have with the Chief Operating Officer. Dr. Ruiz wants to attract good clinicians who will stay and work more hours. Incentives may help to achieve this. We also discussed how better marketing materials and modern social media can attract both clinicians and new clients. We discussed various types of professional training such as leadership and team building for professional staff. Additionally, Dr. Ruiz believes strongly that the practice will continue to expand. During the worst of Covid-19, psychological testing of children had

to be halted. In August,2021, testing will begin again. Psychological testing will include assessing both psychologically gifted children and those with anxiety disorders, ADHA, developmental disabilities and other disorders. The testing will be observed by two doctoral trainees from Nova University. As they learn their craft (from Kasi Patterson, Ph.D.,) the program will be expanded and more children will be tested. Sound testing will increase income and the Behavioral Health practice will continue to grow as a complete battery of tests can bring in up to \$2000 per full fee client.

JOSHUA'S PATH

Samantha Salva, Program Coordinator

Interviewed: 01/03/21

The Joshua's Path program at Goodman JFS supports, educates, and empowers adults with developmental disabilities and their families, by providing individual consultations, assistance navigating the system, information, and referrals, and pathways to employment through social skills and work training. COVID-19 resources are also available for those with developmental disabilities. This started in 2014 the program started as a simple information and referral program and it grew into much more.

Joshua's Path Services:

- Information and referral
- Broward County Jewish Abilities Alliance
- Individual consultations.
- Education and empowerment series free workshops
- BOOST (Building On Our Strengths Together) Vocational services

Program Budget – 2021: \$175,000

How Funded: Government grants/contracts funds \$132,000. The rest is fundraising, and foundations such as the United Way, The Batchelor Foundation, and the Federation of Broward County.

Number Served: 1,315

Number of Staff: 1 full time and 1 part time

Program Considerations - strengths/weaknesses/opportunities/threats:

• Strengths: Our community connections and partnerships in the community are good. Program development is strong. Especially in BOOST which created a special needs program developed for persons with differing abilities to assist with social and employability skills. This program includes on the job training and job coaching. This has been a very hands-on program and small groups (2-3 clients at a time) are planned for later in the year as the Pandemic (hopefully) lessens. Strict health protocols will be in place. Also, we run a community resources website for all persons with

- disabilities in Broward County (not-only Jewish). It shows how/where to connect with help and resources needed.
- Weaknesses: Our weakness is a lack of client data kept due to turnover prior to the new Coordinator coming in. Need to find and/or access information about prior clients. Some of this is available. New longs and data bases are being successfully created by the new coordinator.
- Opportunities: In-person programs are closed. Therefore we are planning virtual social and educational Zoom events. When the Pandemic is over, we will be back in person by renting out rooms at the Jewish Community Center (David Posnack Campus)
- Threats: Persons with disabilities have higher risk factors than the rest of the population. So this means smaller groups and greater care as the Pandemic winds down. Also there are fewer opportunities for job interviews or for in-person volunteers due to the Pandemic.

Thoughts going forward: Looking to the future, the new Coordinator wants to start support groups: parents, caregivers, siblings, and individual adults with disabilities. Plans to incorporate community training: employers (for hiring/employment), parenting styles and making the community more inclusive. When the Pandemic is over, she will reach out in person to the public through speaking events.

DOMESTIC ABUSE

Sierra Schnitzer, Program Manager

Interviewed: 01/29/21

Almost twenty years ago, the Goodman JFS of Broward began working directly with many of Broward County's domestic abuse survivors to address their immediate physical, financial, and emotional needs. We provide short and long-term confidential assistance to help domestic abuse survivors and families transition and maintain a healthy and safe life through individual and group therapy, case management, and guidance. Our program helps survivors create a safety plan, relocate, and learn necessary self-advocacy and self-sufficiency skills. Of the total 2021 budget, \$30,000 is for direct client assistance. We provide financial assistance for our clients for rent payment or utilities. Or to get them physically out of their abusive situation.

Goodman JFS Domestic Abuse Services:

- Individual counseling
- Group therapy
- Case management
- Access to the Dorit & Ben J. Genet Cupboard (a kosher food pantry
- Education and prevention presentations to educate & raise awareness.

Program Budget – 2021: \$96,000

How Funded: "Breaking the Silence" event funds the program for the year. In 2020 that event brought in \$78,000. Federation donates \$5,000 each year. We are always looking for

grants. Expectations for funding for teen dating violence from the Jewish Women's Foundation (\$7,500) and the Palink Foundation (we expect between \$20,000 and \$25,000)

Number Served: About 75 clients and this varies annually. A greater number is expected post-Pandemic.

Number of Staff: 1

Strength: Dedicated, passionate staff. Licensed mental health counselor. Professional who is experienced in domestic abuse. Also the program fulfills an underserved need in the Broward County Jewish community.

Weakness: Not eligible for certain grants because we serve only Jewish people dealing with domestic violence issues. We refer non-Jewish people to various behavioral health programs. The program lost its case manager last year. She resigned due to Pandemic-related concerns. One person does all of the therapy, case management, financial assistance, support group, and outreach (presentations to community, workshops).

Opportunities: We can see growing the program based on needs in the County. Due to the Pandemic, domestic violence has increased. We are expecting client numbers to grow as people leave their homes as the Pandemic situation gets better. Now they are home with their abusers. To meet this need the Marketing Department is starting an on-line campaign to fundraise for the program.

Threats: We lost our case manager due Pandemic-related concerns she had. Not known if she will be replaced soon due to much change in the GJFS organization and the agencies.

Thoughts going forward: Growing the program as much as possible to help as many clients as possible is the best way to meet future needs. We can do this with education and prevention so that community knows what domestic abuse and dating abuse looks like. Audrey Rohleher, Supervisor of Creative Services is creating new marketing materials so the community knows that we are available during the Pandemic and beyond. The materials will be emailed throughout the community and will be posted on social-media. Social media may be our best path forward. There will be on-line and in-person services offered. For many clients, telehealth services are both the present and the future.

FINANCIAL ASSISTANCE

Lisette Palmero, Interim Financial Assistance Manager

Interviewed: 02/03/21 & 02/04/21

The program began in 1962 to meet the short-term financial needs of the Jewish Broward County community. This short-term financial assistance program is designed to help those most in need and in crisis here in our community. Daily, Goodman JFS provides assistance with food, rent, utilities and prescription medications for seniors, families, and individuals throughout Broward

County. Through the generosity of private donors, the Jewish Federation of Broward County, United Way of Broward County and FEMA- Emergency Food & Shelter Program, Goodman JFS provides a lifeline of support to help the most vulnerable.

For almost 57 years, Goodman Jewish Family Services has provided financial assistance to individuals and families in crisis. Assistance provided includes:

- Eyeglasses
- Hearing Aids
- Maintenance Fees
- Utilities
- Medical Supplies
- Mortgage/Rent
- Prescriptions
- Assist in finding housing

Program Budget – 2021: \$1,323,281

How Funded: Largely from Jewish Federation (\$475,000) and the United Way of Broward County (over \$100,000). The Jim Moran Foundation gifted \$50,000 for seniors over the age of 60 who are facing eviction or foreclosure. They gift an additional \$50,000 to the program itself. The Colin-Brown Foundation awards \$10,000 to the program. The Leslie Alexander Foundation grants over \$100,000 annually. We also receive smaller private donations.

Number Served: July 1, 2020 through June 30, 2021 is physical year. During this physical year we have served to date (end of January) 483. Projecting another 350 clients through June 30, 2021, the financial year.

Number of Staff: 9 for Financial Assistance Care Managers. The Intake Department has 3 employees who are intake coordinators who create call in data base and information for Care Managers.

Strengths: Our foremost strength is our dedicated staff. Additionally, our process is simple for qualifying clients for assistance. This makes it easy for our clients to get needed help. So there is no real competition in Broward County. Another strength is our great relationship with our largest funder, the Jewish Federation of Broward County. This is excellent because we receive referrals through them. People call the Federation when they don't know that we exist. This is a win-win.

Weaknesses: We lost our bi-lingual staff person and split two employee's time between two programs. We are working to replace the bi-lingual person. Pandemic-related applicant concerns have held us back. Would like even more funding so that we can help even more people in the community. Both Jewish and non-Jewish clients.

Opportunities: We have proposed a case management person (after Covid-19) to track clients who can be assisted further. This new person will open other doors of program opportunity

through an expanded reach into the community. Social media marketing would help this person succeed. Additionally, we are working on many grants that would help the entire community, Jewish or not.

Threats: We are always concerned with the threat of losing any one or more or our funders, especially in this difficult time. We cultivate these relationships carefully. Another fear is the possibility of losing experienced staff.

Thoughts going forward: The future looks bright. We just added a staff member who is an employment specialist. This gives us many more possibilities to place our clients. This is a great service to offer to both the community and our clients. The possibility of adding case management services to the department will offer even more to the community and we are looking into it for possibly 2022.

THE DORIT & BEN J. GENET CUPBOARD - A KOSHER FOOD PANTRY

Lourdes Fiegler, Program Director Ross Adel, Program Manager

Interviewed: 01/27/21

On December 17th, 2017, the doors of the Dorit & Ben J. Genet opened. In 2018 the Genet's endowed the Pantry with \$600,000. The Dorit & Ben J. Genet Cupboard's goal is to end hunger in Broward County's Jewish community. The Cupboard is supported by donations from the community, kosher food drives, retail stores, Jewish Federation of Broward County and Feeding South Florida.

Nutritious, kosher food is stocked in our "market" located in Davie, Florida. Pre-Covid, clients were scheduled, came in, and in private, choose food and other daily necessities that they needed. During the pandemic, we are providing curbside pickup. Our volunteers stock, pack and deliver groceries directly to clients who need this service. The entire process is confidential as dignity is an overarching concern.

The Cupboard serves those in the Jewish Broward County community who are food insecure, live at or below 1.5 times the federal poverty line, and do not have the resources to provide nutritious meals for themselves or their families.

The family and the applicant's overall needs are assessed by a case manager on site. The case manager position was funded by GJFS and added in 2019 because of its importance. In this way clients can be connected to other GJFS programs. The need for food is often a symptom of another family crises. The GJFS staff can provide good information about government benefits and access to appropriate support services.

The Pantry also shares food with other food pantries if they have an excess in either food or donations.

Program Budget – 2021: \$1,029,700

How Funded: The Cupboard receives funding from both grants and the Federation (\$7,500 was given for the purchase of a van). Funding also comes from fundraising efforts throughout the community as well as in kind donations from private donors, and the United Way or various foundation grants.

Number Served: Feeding between 500 -700 families each month. They are predicting 840 families by the end of this physical year. There are families who come intermittently. The Jewish holidays affect this number as other families within Broward County. The Pandemic created a waiting list of families for two weeks until Federation stepped in with money.

Number of Staff: 6

Program Considerations - strengths/weaknesses/opportunities/threats:

- Strengths: Our ability to bring in the food and to distribute it quickly and efficiently. We can receive/distribute 4 or 5 containers at a time. The employees are truly passionate about the mission. Great volunteers make it possible to fulfill the mission. Over 400 food deliveries to families in an average month. We serve people who have no one else to help them.
- Weaknesses: Only 6 people work at the Pantry. We can use 2 or 3 more; this is a very busy program. Have 2400 square feet but move about 100,000 pounds of food a month. Director would like twice the space to be able to take care of 2400 families. Cannot meet the mission without the space. Also a refrigerated truck is needed for distributions and food rescues (hotels, restaurants, producers of food). Need a new cooler (for more space for food).
- Opportunities: Opportunity to take in more food if we could store it. Therefor more families could be feed. We could get more donations of money for food and food, but where can we put it? If we had a separate non-kosher pantry we could feed more people.
- Threats: The biggest threat is the increasing number of families in need. Both Jewish and non. Particularly this year, during the Covid Pandemic, there was a rapid increase in the number of families being served. There are people who find it difficult to ask for assistance now that they have no job.

Thoughts going forward: What would be successful at this time is a larger location (year and a half left on the current lease), a larger cooler and a refrigerated truck. Expansion and a refrigerated truck would enable us to feed almost 1300 families each month. Obtaining monies for this truck is being worked on in the form of grant applications. Expansion would make it possible to feed these families twice a month in terms of both market items and prepared food. The Director plans to do even more fundraising in 2021 to accomplish this and to feed more families.

For the more immediate future, in partnership with the Holocaust Survivors Program, cooked meals are being planned for delivery to survivors. The mechanics of this are being worked

out for implementation no later than late 2021. These will be like "TV dinners," with recipients only having to heat them up.

RAK PAK – RANDOM ACTS OF KINDNESS

Darrelle Buckley, RAK PAK Manager

Interviewed: 02/02/21

The RAK PAK clothing pantry provides women of limited income, and their children, with free clothing in a friendly, safe, and confidential environment. The RAK PAK offers clients the opportunity to select from a wide variety of fashionable clothing. This freedom to choose can help clients to build and maintain self-respect and self-esteem.

The RAK PAK was founded in 2011 by a core group of dedicated philanthropic community volunteer women. This group recognized this unmet community need. In December of 2018, the RAK PAK came under the umbrella of Goodman JFS so that it could expand its community reach to those in need.

The goal of the RAK PAK is to meet this basic clothing need for at-risk families, so that they can focus on handling the other life-stressors such as securing a steady source of income or finding a permanent housing solution. Next to food and shelter, these families need clean, properly fitting attire for school, work, and their everyday lives. Each client is given a shopping appointment, where they can pick from new and gently used clothing obtained through donations.

The RAK PAK believes that well-dressed child will feel more confident and may even improve their grades when they are no longer worried about their appearance. And a woman who is properly clothed for a job interview feels empowered and more confident, giving her a better chance of being hired.

The RAK PAK solicits donations of new and gently used clothing for women and children, as well as financial donations to cover purchasing essentials such as backpacks, school supplies, underwear, pajamas, and socks. One random act of kindness can lead to another, which can multiply into significant change.

Program Budget – 2021: \$91,000

How Funded: Through donations and fundraising (raised \$57,387 in donations)

Number Served: 30 to 50 per month

Number of Staff: 10 - 20 volunteers per month which had been cancelled due to COVID-19, were welcomed back in April of 2021.

Strength: Dedicated staff and volunteers. Attractive project to a community that wants to give especially for children. During Covid-19 men's needs were included because the

necessity was put forward through people in community. Program called "Backpack Heroes." Known in Broward County School community for providing children with back packs filled

with age appropriate, new school supplies. Gave out 684 back backs in 2020 with great press coverage. Another strength is the flexibility to serve clients day or night.

Weakness: In the past, we were known as a referral program through other programs. Covid-19 caused us to add hygiene products and it also created more community interest. Much of the community did not know we existed. Need social media marketing. We are speaking with the new Social Media Marketing & Communications Consultant.

Opportunities: We are speaking with every Lingerie Boutique in the County about donations of products and/or donations. We are also speaking with buyers in major department stores to procure end of seasons items that they will not be selling in the stores. We can see growing the program based on the needs in the County. We are expecting client numbers to grow as people leave their homes as the Pandemic situation gets better and people are going back to or applying for jobs again. Another opportunity is a new project about to be launched called "Essentially Yours." Women and young women need brassieres. We are working on gift cards so that this personal product is new. The goal is to help women be confident and to allow them to present themselves with dignity. Also a blow dryers and hair products are a part of this endeavor. We have launched these needs on our Facebook page and look forward to seeing this program promoted on social media. We are contacting our new Social Media Marketing/Communications Manager about this.

Threats: We fear losing funding from "heavy donors" in these difficult times. We are keeping in close touch as much as possible without "hovering." Losing opportunities to give out gift cards to clients due to Covid-19 is another threat; this is a threat for the client as this contact is met through personal appointments. Appointments are necessary as the individual is assisted with personal shopping and they may have rent or other problems that we can solve through referral, as we learn about them. Personal relationships and trust are developed inperson, and the Pandemic has made this difficult, but not impossible.

Thoughts going forward: The goal is to grow the program as much as possible to help as many clients as possible. We want to add interviewing skills training and other related workshops such as business etiquette for job-seeking clients. We want to bring in hair stylists/cosmetologists after Covid-19 to give women more confidence. More space is required for the products. An application was made to Federation through an interview/presentation (twice) to include this program in their "dire need" budget. The application was made both due to the aftereffects of Covid-19, and so that we can grow the program itself. Clothing and hygiene products are an essential need. 2020 was our first holiday toy drive. Over 500 children were served. This is a big event planned for 2021 and will continue to trend forward.

GESHER VOLUNTARY INTERNSHIP PROGRAM - June Through August

Samantha Salver, Program Coordinator

Interviewed: 02/03/21 & 02/04/21

In 2020, due to Pandemic-related constraints, the Gesher program was put on hold. It is projected by its' Director, Samantha Sehter, that this valuable program will continue in the Summer of 2022. This will depend on where Florida stands regarding the Covid-19 virus at that time.

This program provides an opportunity for undergraduate, graduate students, and recent graduates to develop valuable professional skills, while contributing to the agency's mission of empowering individuals, strengthening families, and protecting the vulnerable in the Jewish community and beyond.

The program is in place, each year, June through August. Our interns learn of us through the colleges and community colleges in Broward County. We reach out to these institutions in the first and second quarters of each year to inform them about this educational and resume-building opportunity for their students.

These voluntary internships provide hands-on experience and the opportunity to understand and apply recent or current coursework. Interns also have a unique prospect of making professional contacts with people who may be able to assist in future career development.

Internships are voluntary experiences that take place outside of school. Students do not receive compensation nor credit for internships but will receive the foundation for personal and professional growth, and an experience of a lifetime. We want to hear from those who share both our passion for making a difference and who have an interest in gaining a meaningful, hands-on, learning experience.

Program Budget – 2021: The interns are not paid, nor do they receive school credits for this program, so no budget is needed.

How Funded: No budget is needed.

Number Served: Ms. Salva joined GJFS in January of 2021. Her plan, after the Pandemic, is to call all colleges in Broward County that have relevant curriculums/degrees: American InterContinental University, Broward College, City College, Florida Atlantic University, Florida International University, H. W. Huizenga College of Business, Keiser University, Knox Theological Seminary and Nova Southeastern University. The goal is to obtain six (6) interns for the Summer of 2021. Again, this projection is dependent on what happens regarding the Covid-19 Pandemic.

Number of Staff: The program is staffed with the Joshua's current staff of 1 full time and 1 part time employee.

Strengths: This program does not cost the employer any money. It gives the student both experience and a way to build their resume.

Weaknesses: It may not be attractive to good students who would want this internship for college credits or wish to be paid.

Opportunities: Provides work experience opportunities for the students and creates partnerships and goodwill in the greater community. It can provide future jobs for the students. Students can develop professional and social skills for the workplace and they can "test the waters" regarding what type of work they would like to pursue.

Threats: Employers may not be aware that the EEOC states that an internship is for the benefit of the intern, not the employer. So it is important that Ms. Salva creates a job description that ensures the intern is accomplishing meaningful tasks.

Thoughts going forward: Looking to form relationships with businesses that take interns each year and eventually can increase the number of interns they commit to. When Coordinator conducts speaking engagements for Joshua's Path, will discuss internship program to community audiences, to include the Chamber of Commerce.

EMPLOYEE SATISFACTION SURVEY – EXPECTATIONS – RESULTS

In 2020, the Office of Human Resources performed an Employee Satisfaction Survey, asking questions relating to how employee expectations are being met. The responses are summarized below. The original survey is found in the office of the Senior Director of Human Resources. Employees were asked the following:

- How do you enjoy performing their daily tasks? 56.45% strongly agreed, 41.94% agreed, and 0% disagreed.
- Do you have confidence in and trust their supervisor? 50% strongly agreed, 35.48% agreed, 12.9% disagreed and 1.16% strongly disagreed.
- Are you satisfied with the benefits and PTO 37.1% strongly agreed, 51.61% agreed, 8.06 disagreed, and 3.23% strongly disagreed.
- Would you recommend GJFS as an employer to their friends? 46.3% strongly agreed, 49.21% agreed, 4.76% disagreed, and 0% strongly disagreed.
- Are you pleased with the GJFS response to Covid-19? 73.44% strongly agreed, 25.0% agreed, 1.56% disagreed and 0% strongly disagreed.
- Are you comfortable returning to GJFS due to Covid-19? 20.31% strongly agreed, 28.13% agreed, 35.94% disagreed and 15.63% strongly disagreed.
- Do you receive the right amount of support/guidance from your direct supervisor? 58.73% strongly agreed, 28.5% agreed, 11.11% disagreed and 1.59% strongly disagreed.

• Are you provided with all of the training necessary to perform your job? 46.77% strongly agreed, 40.32% agreed, 11.29% disagreed and 1.61% strongly disagreed.

Note: Regarding the question, "Are you provided with all of the training necessary to perform your job," is overall response is at 46.77%, During this writer's telephone interviews with employees the need for training came up in a significant number of conversations and was discussed with the Senior Director of Human Resources as a Strategic Plan goal.

The lowest numeric response must be understood through the lens of the Pandemic. The score of 20.31% was related to the comfort level of employees returning to work during an ongoing pandemic. The survey, in its' entirety, can be found in the Office of Human Resources.

CLIENT SURVEY – BEHAVIORAL HEALTH EXPECTATIONS - RESULTS

Our Behavioral Health program completed their 2021 client survey, asking questions related to client expectations. The responses are summarized below and the original survey is found in the office of the Director of Behavior Health.

Following two basic information questions, clients were asked to choose from the following scale: strongly agree, agree, disagree, and strongly disagree on the following questions:

Directly below are the basic information questions.

Which of the following best applies?

I am a client and under age 18	14.04%
I am a client and over the age of 18	75.44%
I am the legal guardian of a client	10.53%

I have been receiving services for:

Less than 1 month	12.28%
1 month to 3 months	7.02%
3 months to 6 months	10.53%
More than 6 months	70.18%

- The hours are flexible, I can make an appointment that fits my personal schedule. 75.44% strongly agreed, 24.56% agreed, 0% disagreed, and 0% strongly disagreed.
- I did not have to wait long to see my therapist after scheduling an appointment. 80.70% strongly agreed, 17.54% agreed, 1.75% disagreed, and 0% strongly disagreed.
- My calls were returned promptly. 71.93% strongly agreed, 24.56% agreed, 3.51% disagreed, and 0% strongly disagreed.

- The services provided have helped me deal with my concerns. 66.67% strongly agreed, 31.58% agreed, 1.75% disagreed, and 0% strongly disagreed.
- My personal preferences, needs, and values are respected. 80.70% strongly agreed, 19.30% agreed, 0% disagreed, and 0% strongly disagreed.
- I am able to participate in decisions about my treatment. 70.18% strongly agreed, 28.07% agreed, 1.75% disagreed, and 0% strongly disagreed.
- I am likely to recommend others for counseling services at this organization. 75.44% strongly agreed, 22.81% agreed, 1.75% disagreed, and 0% strongly disagreed.
- Overall, I am satisfied with the services I received. 80.70% strongly agreed, 17.54% agreed, 1.75% disagreed, and 0% strongly disagreed.
- I was able to hear my therapist well during our telehealth sessions. 85.96% strongly agreed, 12.28% agreed, 1.75% disagreed, and 0% strongly disagreed.
- I was able to see my therapist well during our telehealth sessions. 91.23% strongly agreed, 0% disagreed, and 8.77% not applicable.
- The technology for telehealth visits was easy to use. 77.19% strongly agreed, 21.05% agreed, 1.75% disagreed, and 0% strongly disagreed.
- Information shared during telehealth visits felt confidential and secure. 75.44% strongly agreed, 22.81% agreed, 1.75% disagreed, and 0% strongly disagreed.
- Overall, I am satisfied with the telehealth services I received. 78.95% strongly agreed, 19.30% agreed, 1.75% disagreed, and 0% strongly disagreed.
- When in-person services resume, my preference is to have services through which? 21.05% telehealth only, 21.05% in-person only, 57.89% a combination of both telehealth and in-person services.
- Have you previously received in-person services through BHAB? 56.14% Yes, 43.86%
 No.
- If yes, I found it easy to transition to telehealth services. 91.67% yes, 8.33% no.

As a way to measure the needs of clients, due to the Covid-19 Pandemic, the reader will note that in part, the survey is focused on tele-health services.

It is noted that all but one response was rated over 71% as positive agreement. The one exception was rated at 66.67%. This was the survey question:

• The services provided have helped me deal with my concerns. 66.67% strongly agreed, 31.58% agreed, 1.75% disagreed, and 0% strongly disagreed.

Note: This writer had a long conversation with Jessica Ruiz, Ph.D., Chief Psychologist & Director, Behavioral Health on April 28, 2021, about this response. It turns out that only thirty people responded to this question. Additionally, of all the respondents, 12.28% had been **clients** of Behavioral Health Associates of Broward for **less than three months**. This may not reasonably have been enough time to get the necessary assistance those clients needed. The survey, in its' entirety, can be found in the Office of the Director of Behavioral Health.

CLIENT SURVEYS – SIX PROGRAMS EXPECTATIONS - RESULTS

JFS has eight (8) programs. Seven (7) of the programs were surveyed for this Plan. The survey results for Behavioral Health are found earlier in this Plan. The Gesher Voluntary Internship Program was not surveyed as it operates in the Summer months only and was, in fact, closed during the two Summers of the Covid-19 crisis. The program provides an opportunity for undergraduate, graduate, and recent graduates to develop valuable professional skills, while contributing to the agency's mission of empowering individuals, strengthening families, and protecting the vulnerable.

In 2020, due to Pandemic related constraints, the Gesher program was put on hold. It is projected by its' Director, Samantha Sehter, that this valuable program will continue in the Summer of 2022. This will depend on where Florida stands regarding the Covid-19 virus, at that time and currently the program's return looks promising. Since the Gesher program is temporarily closed, and the Behavioral Health survey results are found above this section, the survey reporting of the six other programs begins below.

CLIENT SATISFACTION SURVEY – HOLOCAUST SURVIVOR ASSISTANCE EXPECTATIONS - RESULTS

Our Holocaust Survivor Assistance Program created their 2021 client survey by asking informational questions related to Client Satisfaction. The original survey is found in the office of its' Director.

Following one basic informational question, clients were asked to choose from the following scale: strongly agree, agree, disagree, and strongly disagree on the following questions:

Directly below is the basic information question; the other survey questions follow:

Which of the following best describes you?

Client	69.89%
Caregiver or legal guardian	7.31%
Power of Attorney	12.04%
Other	10.75%

- The services provided have helped me deal with or meet my needs and concerns. 55.05%% strongly agree, 41.29% agree, 3.01% disagree, and 0. 65% strongly disagree.
- The staff treats me with respect and in a caring way. 64.52% strongly agree, 34.41% agree, .65% disagree, and .43% strongly disagree.
- The services are welcoming of my personal background (e.g. culture, religion, language, gender identity, sexual orientation, disability. 61.29% strongly agree, 37.85% agree, 0.65% disagree, and 0.22% strongly disagree.
- I feel like I can share my thoughts about the services I am receiving. 58.71% strongly agree, 39.35% agree, 1.51% disagree, and 0.43% strongly disagree.
- The staff has helped me to understand the services and benefits of the program. 55.27% strongly agree, 40.43% agree, 3.87% disagree, and 0.43% strongly disagree.
- My confidentiality and privacy are respected. 63.66% strongly agree, 35.91% agree, .22% disagree, and 0.22% strongly disagree.
- I have received services in a timely manner. 55.05% strongly agree, 39.14% agree, 4.09 Disagree, 1.72 strongly disagree.
- Overall, I am satisfied with the services received. 61.72% strongly agree, 35.05% agree, 2.80% disagree, 0.43% strongly disagree.
- I am likely to recommend others to Goodman JFS for services. 60.22% strongly agree, 37.42% agree, 2.15% disagree. .022% strongly disagree.

Note: The program director explained that in some cases, a handful of clients spoke about struggling to communicate with aides due to a language barrier (native Creole speakers) and the program is actively seeking out more English-speaking aides. Interestingly, the one negative response about being likely to recommend GJFS to others was in fact made by one respondent out of a total of 465 clients responding to that question. The respondents, overall, expressed appreciation for both the services provided and for the provider. The survey, in its' entirety, can be found in the Office of the Holocaust Survivor Assistance Program.

CLIENT SATISFACTION SURVEY – JOSHUA'S PATH/BOOST PROGRAM EXPECTATIONS - RESULTS

Our Joshua's Path/Boost Program created their 2021 client survey by asking informational questions related to Client Satisfaction. The original survey is found in the office of its' Director.

Following one basic informational question, clients were asked to choose from the following scale: strongly agree, agree, disagree, and strongly disagree on the following questions:

Directly below is the basic information question; the other survey questions follow:

Which of the following best describes you?

Caregiver or legal guardian	75.00%
Client	25.00%
Other	0.00%

- The services provided have helped me deal with or meet my needs and concerns. 50.00%% strongly agree, 50.00% agree 0.00% disagree, and 0,00% strongly disagree
- The staff treats me with respect and in a caring way. 75.00% strongly agree, 25.00% agree, 0.00% disagree, and .0.00% strongly disagree.0
- The services are welcoming of my personal background (e.g. culture, religion, language, gender identity, sexual orientation, disability. 75.00% strongly agree, 0.00 agree, 0.00% disagree, and 25.00% strongly disagree.
- I feel like I can share my thoughts about the services I am receiving. 75.00% strongly agree, 25.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- The staff has helped me to understand the services and benefits of the program. 75.00% strongly agree, 25.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- My confidentiality and privacy are respected. 100.00% strongly agree, 0.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- I have received services in a timely manner. 100% strongly agree, 0.00% agree, 0.00% Disagree, 0.00% strongly disagree.
- Overall, I am satisfied with the services received. 100%% strongly agree, 0.00% agree, 0.00% disagree, 0.00% strongly disagree.
- I am likely to recommend others to Goodman JFS for services. 75.00% strongly agree, 0.00% agree, 0.00% disagree, 25.00% strongly disagree.

Note: This program serves developmentally disabled clients. Four clients responded. As such, 75% of the responses were input by a caregiver or legal guardian. 25% of the respondents were able to complete the survey on his or her own. Please note that the client response rate was small; just four clients at Joshua's Path responded. It is interesting to note that while some of the responses were split, 100% of respondents strongly agreed in their comments that services needed

no improvement. The survey, in its' entirety, can be found in the Office of the Joshua's Path/BOOST Program Coordinator.

CLIENT SATISFACTION SURVEY – DOMESTIC ABUSE PROGRAM EXPECTATIONS - RESULTS

Our Domestic Abuse Program created their 2021 client survey by asking informational questions related to Client Satisfaction. The original survey is found in the office of its' Director.

Following one basic informational question, clients were asked to choose from the following scale: strongly agree, agree, disagree, and strongly disagree on the following questions:

Directly below is the basic information question; the other survey questions follow:

NOTE: The first question that regularly appears. "Which of the following best describes you?," was not included as the clients felt that this information might serve to identify them. As the reader can understand, these are clients who may have suffered or are currently suffering different forms of domestic abuse to include verbal, emotional, physical, sexual, technological and/or financial.

- The services provided have helped me deal with or meet my needs and concerns. 84.62%% strongly agree, 7.69% agree 7.69% disagree, and 0.00% strongly disagree
- The staff treats me with respect and in a caring way. 92.31% strongly agree, 7.69% agree, 0.0% disagree, and .0.00% strongly disagree.0
- The services are welcoming of my personal background (e.g. culture, religion, language, gender identity, sexual orientation, disability. 92.31% strongly agree, 0.00 agree, 7.69% disagree, and 0.00% strongly disagree.
- I feel like I can share my thoughts about the services I am receiving. 76.93% strongly agree, 15.38% agree, 7.69% disagree, and 0.00% strongly disagree.
- The staff has helped me to understand the services and benefits of the program. 69.23% strongly agree, 30.77% agree, 0.00% disagree, and 0.00% strongly disagree.
- My confidentiality and privacy are respected. 92.31% strongly agree, 7.69% agree, 0.00% disagree, and 0.00% strongly disagree.
- I have received services in a timely manner. 84.62% strongly agree, 15.38% agree, 0.00% Disagree, 0.00% strongly disagree.
- Overall, I am satisfied with the services received. 84.62%% strongly agree, 7.69% agree, 7.69% disagree, 0.00% strongly disagree.

• I am likely to recommend others to Goodman JFS for services. 92.31% strongly agree, 7.69% agree, 0.00% disagree, 0.00% strongly disagree.

Note: Only 13 clients responded. As noted above, this program serves clients who are going through unimaginable difficulties. We are happy to note that written comments were uniformly expressions of gratitude, thanking counselors for compassionate support and help. No client sought to improve services. The survey, in its' entirety, can be found in the Office of the Program's Domestic Abuse Program Manager.

CLIENT SATISFACTION SURVEY – FINANCIAL ASSISTANCE PROGRAM EXPECTATIONS - RESULTS

Our Financial Assistance Program created their 2021 client survey by asking informational questions related to Client Satisfaction. The original survey is found in the office of its' Director.

Following one basic informational question, clients were asked to choose from the following scale: strongly agree, agree, disagree, and strongly disagree on the following questions:

Directly below is the basic information question; the other survey questions follow:

- The services provided have helped me deal with or meet my needs and concerns. 95.00%% strongly agree, 5.00% agree 0.00% disagree, and 0.00% strongly disagree
- The staff treats me with respect and in a caring way. 100.00% strongly agree, 0.00% agree, 0.00% disagree, and .0.00% strongly disagree.0
- The services are welcoming of my personal background (e.g. culture, religion, language, gender identity, sexual orientation, disability. 95.00% strongly agree, 5.00 agree, 0.00% disagree, and 0.00% strongly disagree.
- I feel like I can share my thoughts about the services I am receiving. 85.00% strongly agree, 15.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- The staff has helped me to understand the services and benefits of the program. 90.00% strongly agree, 10.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- My confidentiality and privacy are respected. 95.00% strongly agree, 5.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- I have received services in a timely manner 95.00% strongly agree, 5.00% agree, 0.00% Disagree, 0.00% strongly disagree.
- Overall, I am satisfied with the services received. 90.00%% strongly agree, 10.00% agree, 0.00% disagree, 0.00% strongly disagree.

• I am likely to recommend others to Goodman JFS for services. 100.00% strongly agree, 0.00% agree, 0.00% disagree, 0.00% strongly disagree.

Note: The respondents were comprised of just 20 clients. Not one respondent expressed a need for improvement of services. The positive comments all encompassed good customer service and a caring attitude. The survey, in its' entirety, can be found in the Office of the Financial Assistance Manager.

CLIENT SATISFACTION SURVEY – DORIT & BEN GENET CUPBOARD EXPECTATIONS - RESULTS

Our Dorit & Ben Genet Cupboard created their 2021 client survey by asking informational questions related to Client Satisfaction. The original survey is found in the office of its' Director.

Following one basic informational question, clients were asked to choose from the following scale: strongly agree, agree, disagree, and strongly disagree on the following questions:

Directly below is the basic information question; the other survey questions follow:

- The services provided have helped me deal with or meet my needs and concerns. 81.05%% strongly agree, 18.15% agree 0.00% disagree, and 0.81% strongly disagree
- The staff treats me with respect and in a caring way. 87.90% strongly agree, 11.69% agree, 0.40% disagree, and .0.00% strongly disagree.
- The services are welcoming of my personal background (e.g. culture, religion, language, gender identity, sexual orientation, disability. 84.27% strongly agree, 15.32 agree, 0.40% disagree, and 0.00% strongly disagree.
- I feel like I can share my thoughts about the services I am receiving. 72.18% strongly agree, 27.02% agree, 0.40% disagree, and 0.40% strongly disagree.
- The staff has helped me to understand the services and benefits of the program. 72.18% strongly agree, 26.21% agree, 1.21% disagree, and 0.40% strongly disagree.
- My confidentiality and privacy are respected. 85.48% strongly agree, 14.52% agree, 0.00% disagree, and 0.00% strongly disagree.
- I have received services in a timely manner 82.26% strongly agree, 17.34% agree, 0.40% Disagree, 0.00% strongly disagree.
- Overall, I am satisfied with the services received. 85.48%% strongly agree, 13.31% agree, 0.81% disagree, 0.40% strongly disagree.

• I am likely to recommend others to Goodman JFS for services. 79.03% strongly agree, 19.76% agree, 0.40% disagree, 0.81% strongly disagree.

Note: 248 clients responded. They all responded to each question. The suggestions included asking for more meat in addition to the chicken provided. These suggestions have been heard and are being assessed and responded to. The rest of the comments were positive and expressed thanks to the workers for their efforts. The survey, in its' entirety, can be found in the Office of the Program's Director.

CLIENT SATISFACTION SURVEY – RAK PAK EXPECTATIONS - RESULTS

Our RAK PAK created their 2021 client survey by asking informational questions related to Client Satisfaction. The original survey is found in the office of its' Director.

Following one basic informational question, clients were asked to choose from the following scale: strongly agree, agree, disagree, and strongly disagree on the following questions:

Directly below is the basic information question; the other survey questions follow:

- The services provided have helped me deal with or meet my needs and concerns. 85.71%% strongly agree, 14.29% agree 0.00% disagree, and 0.00% strongly disagree
- The staff treats me with respect and in a caring way. 85.71% strongly agree, 14.29% agree, 0.0% disagree, and .0.00% strongly disagree.0
- The services are welcoming of my personal background (e.g. culture, religion, language, gender identity, sexual orientation, disability. 100.00% strongly agree, 0.00 agree, 0.00% disagree, and 0.00% strongly disagree.
- I feel like I can share my thoughts about the services I am receiving. 100.00% strongly agree, 0.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- The staff has helped me to understand the services and benefits of the program. 100.00% strongly agree, 0.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- My confidentiality and privacy are respected. 100.00% strongly agree, 0.00% agree, 0.00% disagree, and 0.00% strongly disagree.
- I have received services in a timely manner 100.00% strongly agree, 0.00% agree, 0.00% Disagree, 0.00% strongly disagree.
- Overall, I am satisfied with the services received. 100.00% strongly agree, 0.00% agree, 0.00% disagree, 0.00% strongly disagree.

• I am likely to recommend others to Goodman JFS for services. 100.00 strongly agree, 0.00% agree, 0.00% disagree, 0.00% strongly disagree.

Note: 7 clients responded. Similarly to other surveys, many clients feel the need for anonymity and choose not to respond. All respondents responded to each question. The suggestions included no negative comments nor recommendations for improvements. These were expressions of being grateful and there was thankfulness for clothing and hygiene products. The survey, in its' entirety, can be found in the Office of the Program's Manager.

OUR VOLUNTEERS – THOUGHTS & EXPECTATIONS FROM THE RAK PAK

Below is one combined survey of both the RAK PAK and the Cupboard volunteers.

RAK PAK

On February 29th of 2021, Debbie Goeber was the single volunteer left at the Rak Pak (due to the Pandemic). Now (March 31, 2021) inclusive of Ms. Goeber, 7 volunteers have returned. Ms. Goeber gave this writer permission to use her name in this Plan. She has always received, and expects to receive, excellent support of this program by GJFS and from the community. She shared her expectations for the future as "continued success." She volunteers about 20 hours each month by herself, she picks up, delivers, sorts and make arrangement for deliveries. She predicts even more community need after the Pandemic. At that point she will recruit new and former volunteers as she has lost her 15 regular volunteers who used to put in about 3 hour each, monthly.

Per Ms. Goeber, the community is stepping up. Rak Pak is now receiving new clothes from local stores and even manufacturers. Rak Pak was originally founded to support abused women and expanded to included children and men as time went on.

Therefore GJFS will continue to help people dress well to obtain jobs, especially after the Pandemic. "We give people the opportunity to leave feeling good." She picks up, delivers, sorts, and makes arrangements for deliveries. She helped to found the Rak Pak in 2010. She believes greater "exposure" of Rak Pak to the community would be beneficial through "advertising."

OUR VOLUNTEERS – THOUGHTS & EXPECTATIONS FROM THE DORIT & BEEN GENET CUPBOARD

The Dorit & Ben Genet Cupboard

On the first day that I spoke with the Cupboard (02/17/21), it was closed due to an individual having been exposed to COVID-19. I spoke with Michelle Pines, Volunteer Coordinator, Lourdes Fiegler, Director, and Ross Adel, Food Pantry Manger. Volunteers usually come for Mitzvah Sundays where families and teens assist as a volunteer activity twice a month. Of the adults, generally, 20 deliver food to the homebound and hand out bags of food curbside. These volunteers come only on those Sundays. Many of the teens may also come right after school, Monday through

Friday. Considering both adults and teens, there are 70 to 100 Cupboard volunteers in an typical month. There are also volunteer drivers; the number varies.

VOLUNTEER SATISFACTION SURVEY RESULTS

Directly below are the results of the Volunteer Satisfaction Survey:

- I am provided training or instructions for my volunteer work. 85.22%% strongly agree, 13.33% agree 4.44 disagree, and 0.00% strongly disagree
- The staff is accessible and helpful to me. 95.56% strongly agree, 4.44% agree, 0.00% disagree, and .0.00% strongly disagree.0
- The staff is welcoming of my personal background (e.g. culture, religion, language, gender identity, sexual orientation, disability). 93.33% strongly agree, 6.67 agree, 0.00% disagree, and 0.00% strongly disagree.
- I heard about Goodman JFS volunteer opportunities through:

0	My school	28.89%
0	My workplace	2.22%
0	A friend or family member	46.67%
0	Advertising (newspaper, flyer, website, Internet, television)	0.00%
0	Other	22.22%

- I will continue to volunteer at Goodman JFS in the future. 86.67% strongly agree, 8.89% agree, 0.00% disagree, and 4.44% strongly disagree.
- I am likely to recommend that others volunteer at Goodman JFS. 82.22% strongly agree, 13.33% agree, 0.00% disagree, and 4.44% strongly disagree.

Note: 45 volunteers responded. Interestingly, all comments involved how friendly and helpful everyone was, both employees and clients. There were no negative comments and there were no suggestions for improvement. The survey, in its' entirety, can be found in the Office of the Manager of either program.

SURVEY RESPONSE RATES:

Behavioral Health surveyed 178 clients and received 57 surveys back for a response rate of 32%. All of the other surveys together showed a response rate of 52%. Backing out the Volunteer, Funder and Donor surveys, there is a 54% response rate. An average response rate for surveys is

about 33%. Statisticians tell us that a response rate of 50% or greater is considered excellent in most circumstances. Often a high response rate is driven by high levels of motivation to complete the survey or a strong personal relationship between the organization and the client. The GJFS believes that this strong personal relationship exists because of the very personal nature of our services. Additionally, across the board (in each of the surveys), respondents were asked whether they would recommend the GJFS services to others. This is called the Net Promoter Score and a highly positive response rate is correlated to extremely loyal and enthusiastic customers. The Net Promoter Score is considered the "gold standard" in customer experience metrics. Each program had a Net Promoter score above 95%.

THE BOARD OF DIRECTORS - EXPECTATIONS

It is the expectation that Board members will continue to contribute their time and expertise to GJFS. They will continue to help support the organization through their personal financial contributions and outreach to raise funds. The Board has the experience and business skills the organization needs. All are familiar with Jewish non-profit organizations.

The Board has determined that an important area of concentration will be recruiting new Board members who are passionate about the GJFS mission and who are focused on gaining the traction necessary to increase community awareness and to raise funds for the GJFS programs. The Board has agreed that the best way to do this is to tap into the new member's varied strengths. The intent is to motivate these new members by letting their individuality and creativity help to drive the GJFS mission by focusing on bringing in high figure donors.

The Board is creating a mentoring relationship between each new board member (mentee) and an experienced Board member (mentor). The mentor provides knowledge, advice, and support to the mentee to enable him or her to become quickly and efficiently engaged in both fundraising and the other work of the Board.

The Board will set fundraising goals for both themselves and for the new mentees to bring in endowments (five figure donors). Together, they will leverage their many social and business connections to bring in both money and people.

Additionally, the Board has determined that it will conduct a needs assessment in this fiscal year. A needs assessment is a systematic approach used to determine and address "gaps" between current and desired conditions. The Board acknowledges that any discrepancy between these two conditions must be measured to properly identify the need(s). The discovered discrepancy or discrepancies will become an addition to an upcoming Strategic Plan year and will be addressed.

Importantly, the Board understands that they must transition from being a management board to becoming a governance board. During the term of this three year Strategic Plan and beyond, the Board will continue to maintain the organizations' vision, mission, and purpose. They will, in part, accomplish this by their identifying, recruiting, and appointing the most qualified individual they can find to serve as the President and Chief Executive Officer. At the same time, they will

work together to provide proper financial oversight while ensuring that the agency has adequate resources to meet its obligations and to fulfill its mission. After approving this Strategic Plan, as a management board, they will ensure that the plans' guiding goals are both monitored and met. Other areas of concentration will be ensuring legal compliance and ethical integrity, managing resources responsibly, enhancing the agency's public standing, and working to strengthen the organizations' programs and services.

Simply put, Boards are responsible for oversight and planning and management takes care of the daily operations. This is the practice of the board of directors coming together to make decisions about the direction of the organization. Duties such as oversight, strategic planning, decision-making, and financial planning fall under governance activities.

On an as-needed basis, the Board creates and approves major policies. Boards are not generally directly involved in daily matters. Rather, they work closely with managers by providing guidelines. One way to define the differences between governance and management responsibilities is to determine whether a duty or responsibility focuses on the big picture. To aid in learning this new "Board Job Description," a **facilitated Board retreat** will be scheduled for 2021, with follow-up retreats scheduled in the ensuing years. This initial retreat will provide an opportunity to build a strong board while developing new, desired, standards of performance that are in line with the future of the agency and with transitioning from a management board to a governance board.

The Board has decided that now is the time to strengthen the governance practices of the organization. As such, the responsibilities listed below will become, for the Board of Directors, goals to be accomplished (or continued) in this fiscal year. A binder (and supporting flash drive) will be created by the Board Secretary. It will list the ten (10) objectives below, each having an individual page. The binder (and supporting flash drive) will be taken to each facilitated Board retreat for updating as appropriate, annually. This binder is labeled and referred to as the Board Binder - 2021 - 2024.

- 1. **Review the GJFS's vision, mission, and purpose** to ensure that it remains the members' view of what they want the organization to be and ensuring that it meets the purpose it serves. This review will ensure that plans established for the next three fiscal years continually align with GJFS's vision.
- 2. **Identify, recruit, and appoint a qualified individual to serve as the next President and Chief Executive Officer.** The Board will write this new executive's job description while consulting with the current Acting President and CEO. Before conducting an executive search, the Board must consider the organization's needs, strengths, and weaknesses. These will be weighed in considering the skills and abilities a new leader can bring to help the agency move forward.
- 3. Working together, the Board will review how well they have provided **proper financial oversight** by establishing a budget and ensuring that there are proper internal controls in place for incoming and outgoing funds. They will review the work of their audit

- committee. The Board will establish a process to create an in-perpetuity endowment that will ensure financial stability for GJFS and its future.
- 4. It is a Board's **responsibility to ensure that every part of the organization has adequate resources** for it to meet its obligations and fulfill its mission. The Board will carefully review and ensure that they have been allocating money and other resources in the best way possible for the benefit of the organization and its stakeholders. Inclusive in this responsibility is the expectation that Board members should expect to make regular donations to the Agency and to use their personal and professional networks to advance the GJFS's mission.
- 5. The Board will **review the agencies' Strategic Plan**. The Plan is reviewed in its' entirety on an annual basis. Plan updates on goals' progress will be supplied by the Chief Executive Officer every six months by memo and/or in person to the Board.
- 6. Board directors live up to their fiduciary duty to ensure the Agency is in full compliance with its legal obligations by setting a truthful and ethical example for the community. As such, it is appropriate for the Board to review and ratify the Whistleblower policy, Code of Conduct, and Code of Ethics on an annual basis.
- 7. **Manage resources responsibly.** The Board needs to ensure that it is protecting the organization's assets and managing them responsibly. Board directors have a legal duty to be transparent and accountable for their actions and inactions. Board directors are generally protected from liability for judgment errors if they act responsibly and in good faith and do proper due diligence when making decisions. It is incumbent upon this Board, on an annual basis to have this discussion.
- 8. As written about earlier in this Plan, the board is responsible for **recruiting**, **nominating**, **and appointing new Board directors** who have the right mix of skills and abilities to help the organizations fulfill and advance its mission. Additionally, the Board needs to be objective about their own performances. It is suggested that the Board do a self-evaluation annually, with the goal of identifying their weaknesses and forming a plan to improve the Board's performance as appropriate. A performance consultant will facilitate this process.
- 9. Enhance the organization's public standing. Reputation is an important factor in an organization's functioning. The Board serves as a link between the agency and its stakeholders. Every interaction with stakeholders presents opportunities to share the organization's culture, mission, accomplishments, and goals. Stakeholders expect boards to be transparent and accountable. Organizations that operate openly and honestly enjoy the benefit of having a trusting relationship with their stakeholders. It is important for this Board to have a designated spokesperson who can effectively articulate the organization's good work or answer to stakeholders in times of crisis.

10. Strengthen the organization's programs and services. This Board will decide which programs most exemplify the organization's mission. By factoring in the organization's resources and demands, the Board can make good decisions about whether their current and proposed programs and services align with the organization's mission and purpose. When programs compete for funds and other support, boards must make tough decisions about priorities. Therefore, this Board will review all programs on an annual basis, having invited the Chief Operating Officer (COO), and others that the COO deems appropriate, to join this conversation.

AFFILIATED AGENCIES - EXPECTATIONS

GJFS, its' programs, and the agencies listed below, each grow and serve the community to their fullest. A representation of each agency was interviewed by telephone to learn how they view GJFS in terms of what we can do better for them, how they view GJFS, and what their expectations are of GJFS...

- United Way of Broward County Tania Francis oversees grants for the United Way of Broward County. She said that GJFS has been, "a great partner over the years," and that "you always get the dollars out to needy individuals." She noted that the GJFS emergency assistance is its' strength because GJFS has prevented homelessness by paying for mortgages, rent and utilities. Also GJFS has provided for basic needs such as eyeglasses, public transportation, and food since 2005. Any weakness might come in the future. Her expectation for GJFS is that these basic needs will become greater due to fallout from the Pandemic and that GJFS will rise to meet this prediction. GJFS received \$248,938 from the United Way in 2020-2021.
- Claims Conference The Conference on Jewish Material Claims Against Germany The Claims Conference is located in Germany and Washington, D.C. and their strict procedures mean they will only communicate through the Program Director, Erik Troy. Mr. Troy made the contact for this writer. He was told (also in his programs' audit reports) that they are pleased with our procedures and our compliance with the grant requirements and our consistency. They asked for one improvement, verification of receipts from clients. Clients are now signing receipts from vendors and we are calling the vendor (as an example, a dentist) to verify the service. The Claims Conference reports that we are one of their largest grantees and they are pleased with us and often seek guidance from us on program procedures that will help other Holocaust programs. Their expectation is that we will continue down this path.
- Jewish Federation of Broward County Barbara Levin oversees allocations, grants, and governance for the Jewish Federation of Broward County. They are GJFS's second largest funder (\$602,500 in 2021). Ms. Levin said that the best thing is, "their mission and how they work with community members who are in the deepest pain." She said that the weakness is that there was some difficulty getting calls returned in a timely manner from the Financial Assistance program (due to Covid-19 and a recent, overreaching email campaign that caused a huge number of telephone calls). Financial Assistance is the program that responds to crisis related to those needing assistance with food, rent, utilities and prescription medications. The public sometimes calls Federation, mistaking Federation

for GJFS. This writer investigated and spoke with Ms. Levin a few days later. Ms. Levin was pleased that GJFS had called her that she was able to share her thoughts openly. Her expectation of GJFS is that this open relationship will continue as this good communication ultimately benefits the community.

There are six Care Managers and they respond to calls in order of urgency. If not urgent, the calls are responded to within 24 - 48 hours by a Care Manager (phone call or email). There is a possible explanation for this concern. From November 2020 through January 2021 many additional calls came in due to a massive email campaign (created by the former CEO Randy Kaminsky) sent to the community at large. The average call volume a day is up to 250 now. Add to that a department manager who left and this exacerbated the problem. GJFS promoted Lisette Palmero. She has the right background for this position. She holds a B.A. in Social Work and a M.S. in Healthcare Administration. Her specialization is Gerontology. Ms. Palmero has created a corrective action plan regarding how calls are managed. There was also a question about an outstanding bill (over 60 days). Looking into this, we find that it was paid.

• Jewish Family Homecare - The Director of Jewish Family Homecare is Theresa Duvall. She stated that the strength of GJFS is that it is well-known in the community for "good services and accountability." A weakness would be the challenges of making sure the right people are now in place." She was addressing recent GJFS turnover. She is looking forward to GJFS opening the campus fully, with good infection control, as the Pandemic lessons so that clients can meet staff in person. She has confidence in this as, through Federation, all campus employees are tested for Covid-19 monthly. Her expectation is that "strong leadership will come over time and that the new program managers will bring a can do, excited attitude." She also said we are bringing in "good, qualified professionals" and she believes this is just the beginning.

DONORS - EXPECTATIONS

Claudia Welsh has been the Director of Strategic Development for over two years. She reports that the Goodman Jewish Family Services has a particularly close relationship with its donors because of the longevity of the organization (58 years).

She assures this writer that one-on-one conversations with an unknown interviewer (this writer), while discussing private financial matters, would not be successful.

Therefore, at the request of this writer, and on a regular basis, Ms. Welsh has conducted face to face meetings, attended committee meetings and has been otherwise involved with the overall community of GJFS donors. Her findings are reported below.

Expectations of donors:

- Donors expect a robust online presence.
- Tax benefits. Donors want the tax benefits of giving to GJFS.

- Programming impact. Donors wish to see the impact of their dollars. An example is seeing that people receive food through the Cupboard and that our seniors have access to services such as financial assistance.
- Transparency. Donors know that GJFS is true to its word. We openly show results to our donors.
- Meeting community needs. The expectation is that we continuously expand and stabilize programming to meet community needs.
- Personal connections. Donors generally get involved because they know or have known someone who has been served by GJFS.
- Mission driven. Donors expect GJFS to be mission driven.
- Can direct their donations. Donors can decide where they want their donations to go.

Through our Donor Relationship Management software we track all donations. We have approximately 8000 donors this year (2021) and a retention rate of 45% which is within the industry standard. What makes GJFS different from other charities, is that GJFS has a high gift average which speaks to the confidence in our ability to maintain community trust and to the handson impact we are able to show. The expectation, per Ms. Welsh's many conversations and personal interactions with donors, is that this trust provides the opportunity to create strong personal relationships with our donors as they move through the continuum of giving.

DONOR SATISFACTION SURVEY EXPECTATIONS - RESULTS

Directly below are the results of the Donor Satisfaction Survey:

- I donate to Goodman JFS because I believe in its mission and the work it does. 100.00%% strongly agree, 0.00% agree 0.00 disagree, and 0.00% strongly disagree
- I made a donation to Goodman JFS because I know someone who required Goodman JFS services.
 - \circ 0.00% yes
 - o 100.00% no
- It's easy to make a donation to Goodman JFS. 0.00%% strongly agree, 100.00% agree 0.00 disagree, and 0.00% strongly disagree
- I am satisfied with how my donation is being used to support the community. 0.00%% strongly agree, 100.00% agree 0.00 disagree, and 0.00% strongly disagree
- I recommend others to support Goodman JFS. 50.00%% strongly agree, 50.00% agree 0.00 disagree, and 0.00% strongly disagree

Note: There were no responses to the question, "Is there anything you would like to share with us?". Earlier in this report it was noted that this particular group of benefactors are reluctant to publicly share their thoughts on personal, financial matters. The survey, in its' entirety, can be found in the Office of the Director of Strategic Development.

FOUNDATIONS (FUNDERS) – EXPECTATIONS

Great relationships take time and patience. Our foundations (funders) have very clear expectations. They expect there to be a great relationship that fosters engagement, access, and transparency. The GJFS relationships with our Foundations cultivate mutual respect, clear and ongoing communication, trust, humility, and mission alignment.

Allyson Levin is the GJFS's Director of Grants. She approaches these vital relationships in a unique and dynamic way. GJFS is seen as a trusted partner because we recognize that our funders' time is precious. GJFS connects by making it easy for the funders to be both informed and appreciated.

GJFS representatives visit the funders' facilities, attend programs hosted by our various foundations, arrange to have coffee and "touch base" regularly. Additionally, Ms. Levin will pen a handwritten note to add a closer dimension or a depth of understanding to what is a carefully fostered relationship.

Specific donor expectations:

- Our foundation funders have distinct expectations about the programs that they fund and the outcomes promised by the agency. These may be qualitative and quantitative addressing the number of clients served and goals achieved as they relate to specific community needs.
- Most grant contracts specify proposed grant outcomes, follow a grant budget, and are reported to the funder either quarterly or semi-annually. Less formal grants may include an offer letter with no reports required.
- The Grant Department follows industry Best Practices which include maintenance of grant files electronically (shared drive) and in hard copy (Grant Binder), allowing easy access should questions arise from Program Directors or the Executive team.
- A weekly Grant Schedule is provided to the CEO, COO, and CFO as a resource for applications filed and grants approved.
- Monthly Grant Meetings with Program Directors and Accounting staff allow the Department to ensure budget expenditures and programming outcomes remain in compliance with funding objectives.
- Academic research, government studies, and local news reports allow the Department to maintain up-to-date measurements of project goals while helping to support new and existing program objectives.

- Program demographics are maintained by each Program Manager and are uploaded on a spreadsheet to a shared drive. Program success stories and special needs are communicated to the Department in bi-weekly Program Manager meetings.
- The Grant Director became a member of the National Grant Writers Association in the Summer of 2021. This is a professional organization that holds members to exceptionally
- high ethical and competency standards. Ms. Levin completed ongoing advanced professional Grant Writing training in July 2021 and represents the GJFS with an expected, and outstanding, level of professionalism.

Our Foundations expect the GJFS's mission to be clear and to be met. The GJFS goal is to meet these expectations with a sensitive and nourishing touch.

FOUNDATIONS – (FUNDERS) SATISFACTION SURVEY EXPECTATIONS - RESULTS

Directly below are the results of the Foundations - Funder Satisfaction Survey:

- We donate to Goodman JFS because I believe in its mission and the work it does. 50.00%% strongly agree, 50.00% agree 0.00 disagree, and 0.00% strongly disagree
- We made a donation to Goodman JFS because of its impact on the community.
 - o 100% yes
 - o 0.00% no
- It is easy to make a donation to Goodman JFS. 50.00% strongly agree, 50.00% agree, 0.00% disagree, and .0.00% strongly disagree
- We ae satisfied with how our donation is being used to support the community. 50.00% strongly agree, 50.00 agree, 0.00% disagree, and 0.00% strongly disagree
- We would recommend others to support Goodman JFS. 50.00% strongly agree, 50.00 agree, 0.00% disagree, and 0.00% strongly disagree

Note: There are 15 active funders involved with the Goodman Jewish Family Services. Two responded. When asked them to share their thoughts, one out of the two responded. That funder thanked the GJFS for helping the most vulnerable in our community and for responding to community concerns both consistently and quickly. The survey, in its' entirety, can be found in the Office of the Director of Grant Relations.

PROGRAM SATISFACTION SURVEYS - RESPONSE RATE CHART

	# Sent	# Received	Response Rate		
Cupboard	519	248	48%		
Holocaust	697	465	67%		
Domestic Abuse (DA)	42	13	31%		
Financial Assistance (FA)	48	20	42%		
Joshua's Path	5	4	80%		
RAK PAK	15	7	47%		
ВНАВ	178	57	32%		
Volunteer	54	45	83%		
Funder	13	2	15%		
Donor	100	2	2%		
Total	1671	863	52%		
Program Response Rate:	1504	814	54%		

Note: The Program Satisfaction Survey Response Rate (54%) is the total program response rate. This number does not include the Volunteer, Foundation/Funder, and Donor survey response rates. The Total Satisfaction Survey Response Rate (52%) does include the Volunteer, Foundation/Funder, and Donor response rates.

COMPETITVE ENVIRONMENT AND TRENDS REGARDING PROGRAMS

Holocaust

This section of the plan traditionally looks at the competitive environment and trends that could affect the individual programs. This program is unusual as there is no competitive environment for this program. The Conference on Jewish Material Claims Against Germany (Claims Conference), represents Jewish Holocaust survivors by negotiating and obtaining

compensation/restitution from the German government. The Claims Conference gives each GJFS in each county, and major cities money to distribute to survivors. **There is no other Holocaust program that does this in Broward County, Florida.** The budget from the Claims Conference for 2021 is \$22,323,000 and \$700,000 was given by the Jewish Federation of Broward County. Other fundraising activities are expected to bring in additional monies during 2021.

Behavioral Health

There are no Jewish faith based organizations that have "wrap-around" services like ours, in Broward County. Catholic Charities have some wrap-around services and charge \$20 per counseling session but they are not competition. We refer to Chrysalis Behavior Health as a referral sources because we must give three referral options to clients. There is Henderson Behavior Health with both in and out-patients. They have a psychiatrist and a mobile crisis service, but this is not a part of our model. Nova Southeastern University has mental health clinics. Actual clinicians are students. We are a practicum site for them. We take insurance, they do not. They have a sliding pay scale and this is good for the uninsured. Their clinicians are trainees. Ours are not. Patients have a choice regarding paying out of pocket or accessing insurance. We refer people out if they need significant care (like Psychiatry).

To a limited degree, the Fifth Street Counseling Center can be regarded as competition in terms of counseling services. They offer mental health counseling, anger management help, and drug and/or alcohol addiction treatment. The big difference is that they focus on drug and alcohol addiction treatment. They offer actual medical treatment for addiction through a medical doctor. This is not our model so any competition is minimal.

While strong organizational competition is not on the Behavioral Health landscape regarding other organizations, it may be so if you are talking about individual practitioners. We can always overcome this as long as we have practitioners with expertise to attract a range of people who need varied psychological services.

Joshua's Path

Potential threat: There is a new program (started through a private practice; the owner used to work in Joshua's Path and may have taken at least three clients with her – the program is called Remarkable) teaching employability skills to our same population in Broward County. The Coordinator's plan is to aggressively get out into the community through in-person appearances to create knowledge of the program. At the time of this writing (April 26, 2021), the Program Coordinator spoke with the Social Media Marketing Consultant to see how Joshua's Path can be cultivated further through social media. These conversations have been very positive in planning for future successes. Currently, the Coordinator is reaching out to all special needs schools and all synagogues in Broward County to educate them about using Joshua's Path as a resource.

Domestic Abuse:

There is no competition. We are the only program in Broward County that provides domestic abuse services for Jewish women. That is why the program was created. We refer other applicants to Women in Distress and they refer applicants back to us. They receive monies from State and Federal funding. We do not. So there is no competition for funding. Regarding trends, we will need more funding in the aftermath of the Pandemic regarding mental health and are actively working to secure grant funding. Tele-health is the trend going forward. There will continue to be on-line and in-person services offered.

Financial Assistance

The Family Success Center provides financial assistance in Broward County. Our funds are available for Jewish clients so unfortunately we have to turn people away. So they would be our only competitor in terms of clients, but not funding. Our process is easier for qualifying clients for assistance. So there is no real competition in Broward County. We plan to grow our staff because we lost our bi-lingual staff person and we also split one employee's time between two programs. Going forward, we are working on many grants that would help the entire community, Jewish or not. Last year we added an employment specialist so we are already on trend building client resumes and helping to get jobs. And we are proposing a post Covid-19 idea of a case management person to track clients (complex cases) who can be assisted further.

Dorit & Ben J. Genet Cupboard

Regarding kosher pantries in Broward County, we are the largest. The next is called "We are One." They have been funded by Federation for about five years. We are the only kosher pantry within the County. "We Care" is the third one. It only has some kosher product. It is located at the Sores JCC in Sunrise Florida. They are funded by both the community and the Federation of Broward County. We are the largest and as such, have no competition. We give excess food to the other two food banks. We share our products when we receive extra donated food from the community. The only time we have the chance of competition is when a synagogue conducts an event and splits the food between "We are One" and our food bank; but we do not see this as a threat. We do see a future trend. Now we are looking at the idea of serving prepared food (which the others do not). We have begun to assess this particular need in the aging Kosher population the Broward County and believe this will keep us ahead of the competition for the foreseeable future. Because of the Pandemic, prepared foods are not anticipated for preparation until at least 2022.

RAK PAK:

The Legacy Closet was private and on-line only but through private funding got a store front during Covid. They provide clothing, toys, and furniture. We provide clothing, hygiene items, gift cards and inside referrals to our entire agency. Our goal is to work with them to partner as needed with various needs that must be meet. Things they (or we) don't have. They can only be a threat if we are not "out" to the community more through social media. When Covid ends, more in-person community outreach is needed. Last year we were able to

do Fashion Shows. We are in contact with various women's groups and are planning ZOOM Fashion and other shows going forward.

Gesher Voluntary Internship Program

Due to the Pandemic, this program is temporarily on hold. There are thoughts for the future (perhaps the Summer of 2022) of expanding the program to include the non-typical population (differing abilities and a variety of abilities both physical and neurological). The internship program, when in place, is a benefit to the community. We do not see it as competitive with other internship programs because it is not a paid internship. It gives college students and recent graduates much-need experience and allows potential employers to work with the interns. The program costs the employers nothing so it is attractive in the business community. The new program coordinator sees this as an opportunity to forge good relationships with the Broward County higher educational community. Since Covid-19, employers are rightly concerned with spending dollars on wages and many graduating students will find it difficult to find jobs. We see the program as a win-win, for both employers and future applicants. As noted above, due to the Pandemic, this program is temporarily on hold until at least the Summer of 2022.

COMPETITIVE ENVIRONMENT AND TRENDS REGARDING GJFS FUNDRAISING

How we are different - We are differentiated from the competition because we are a "one stop shop." We have what are called "wrap around" services. When a client visits any program for one service, we can offer him or her an entire menu of services. The personalization of care and quality of care make the GJFS different.

While the competition for most of our programs remains low, and in some cases is nonexistent, the GJFS is looking to the future to stave off any new competition. We have found two important ways to do this proactively. The GJFS can provide ongoing operational support to our organization by expanding the Goodman GJFS donor base, (acquisition) and by upgrading donor giving levels (renewal). To this end, Donor Perfect came to the GJFS in the Spring of 2021 to support fundraising and membership management. This is an innovative software platform for nonprofits that will allow us to seamlessly integrate with any of our other programs and data bases.

A plan, developed by Claudia Welsh, Director of Strategic Development/Fundraising, has been introduced and is being used as a roadmap for development and fundraising.

Objectives:

- Increase the quantity of donors by 10 percent.
- Upgrade existing donors in the \$100-\$999 range to give at the \$150-\$1500 range.
- Enhance "relationship" with donors by making a minimum of seven "touches" annually.

- Create an integrated plan with overall communications (newsletter, e-newsletter, "from the desk of") so that there is consistent messaging in terms of GJFS priorities, the need for funding and that communication is coordinated.
- Work with Marketing Department/PR to place stories in press timed to mailings.

Personalization as a differentiator - GJFS believes in direct touch and highly personalized conversations with corporate funders, family foundations and individual donors. Prior to the Pandemic, these conversations were often in person. Now we continue the tradition through frequent emails, Zoom, and telephone calls.

Additionally, we go right to the community with focused and targeted "asks." We are developing large donors whose average age is between 68 and 70; this age group is comfortable with their financial stage in life. This targeted approach creates our way to the future. There will continue to be need for the entire community (not just the Jewish community). We are known in and work with the entire community. When the Pandemic ends, more individuals will need many of the services that we can readily provide. We will be able to swiftly meet these future needs.

Creativity as a differentiator: Allison Levin, Director of Grant Relations fosters many of these personal relationships with our foundations. She is our Grant Writer and points out that we are mindful that due to Covid-19, the funding environment can be more competitive and that donors will become more focused about whom they are donating to. Using scientific studies and data to support our programs and best practices, Ms. Levin writes engaging proposals that tell our many success stories. This personalization and creativity are working. Funding increased for 2021 through the United Way, the Community Foundation of Broward, and others

Another important, and creative, way that any future competition can be met (and to stay relevant with current social trends) is by growing the GJFS' footprint in social media. Morris Hedaya, an expert in Social Media and Marketing was contracted, as an advisor, in November of 2020 to suggest to GJFS how our important story can reach the greater community and beyond. These efforts (to be initiated in 2022 by either a Social Media marketing company or hired expert) will benefit current and future clients while supporting greater fundraising success for the programs. The goal is to increase brand awareness through the social media marketing efforts listed below:

Objectives:

- Increase digital and performance marketing/brand awareness.
- Paid social media marketing.
- More in-person events for future donors/young adults
- Relevant content creation for influencers

FINANCIAL THREATS, OPPORTUNITIES, & THE FUTURE

On February 8th and 9th, 2021, a meeting was held with the then Controller, Ryan Shull, and this writer, Lyn Pont. The Controller was again interviewed, to review the content below, on March 18th, and April 23rd, 2021. The following was discussed:

Financial Threats: Mr. Shull told the writer that turnover leads to a loss of institutional knowledge that can potentially affect finances if there is no continuity in terms of departmental practices. His concern is that many senior staff have been with GJFS a short time. Happily, he noted that the agency is "very solid" and that he has put into place updated departmental procedures in the Finance Department. He noted that 87% of revenue is from the Holocaust contract. He wondered what would happen if Germany stopped the funding. This concern was reviewed with the Holocaust Director. There are firm contracts in place and Germany has increased the monies awarded, each year. GJFS has received these German monies since the early '80's. There are many current survivors who are in their early 70's and 80's so we are nowhere near the point where monies can be reduced. The Claims Conference requires GJFS to actively solicit grants and donations to show that they are doing their part. This is being done successfully. There were concerns discussed about the Pandemic and how this would affect the number of overall GJFS clients in terms of both a greater or a lessor number. He expressed a concern that depending on the economy, it is possible that donations could decrease. We are not seeing such a trend at this time.

Financial Opportunities: Every program has the ability to grow through grants, especially now that the public is motivated to help others and to donate. He is encouraged by both Claudia Welsh (Strategic Development) and Allyson Levin (Grant Relations). In them we have two powerhouses of professionalism and passion for their craft. They are continuing to build and to grow personalized donor relationships; some of which are over 50 years old. He was very comfortable regarding budget: He noted: 21.1 million from claims conference, 572,000 in program fees, 1.867 from fund raising, 25.8 in grants and 300,000 found in other/small donations/events.

Legislative/Regulatory Environment: The legislative environment now would serve to impact us positively regarding, FEMA, COVID-19-Aid and rental, food, and financial assistance for our clients. Grants are being increased because the federal and state governments see how we are producing results by helping people with their basic life necessities. He foresees this assistance going forward into at least the next three to five years.

The Future: The future of the agency as related to Financial threats is seen as stable. We will have either new technology or a way to integrate current technology. Finance has observed the new professionals joining GJFS and sees a stable and trained staff. Stable personnel and good software will always guarantee accurate and timely information. To that end, Finance is designing an in-house training program that will "teach" all documented procedures. Currently, there are 8 staff members in the department.

A conversation about the technology of the Goodman Jewish Family Services of Broward County must be discussed in three separate ways: Social Media and Marketing, the general technology of the campus and its departments, and the Behavioral Health technology system that is called Welligent:

- 1. **Social Media and Marketing:** GJFS has no brand communication strategy that is solidly rooted in a content creation plan that will resonate with the community. There is currently no strategic posting on the Internet. GJFS needs to tell its story to the greater community and beyond. This is for the benefit of current and future clients and for greater fundraising success for the various programs. This is how the GJFS can highlight programs and services that are offered. What we do can have wider exposure with polished content that goes out into the digital and social world. Polished content also includes print materials.
- 2. Campus Technology: In 2020, campus technology was outsourced to a professional technical firm (L7) on April 19, 2019. Given that technology changes so quickly, technical skills need constant updating, and technical expenses can be prohibitive, senior leadership recommended, and the Board of Directors concurred, to outsource this work while considering what new hardware and software will be needed to meet the needs of the coming decade. New Human Resource-related software arrived in 2021. The campus switched from Paychecks to Paycor. This new software integrates payroll and accounting which increases the accuracy of reporting. Another positive development is that the software Donor Perfect is coming to the campus in the Spring of 2021 to support donations and donor relations. The Financial Department is looking at its software as well. That department works with several different reporting systems that do not "speak" with one another. They are looking at integrating the various systems and are on track to complete this task during the third quarter of 2021. Additionally, Donor Management software that interfaces with Finance and Accounting would greatly benefit the donor/constituent relationship.
- 3. **Behavioral Health Technology:** Behavioral Health trusts that good technology will support efficient operations, effective service delivery, and performance improvement. To that end the Welligent health records system was initiated on campus at the end of 2015 for use by any programs that have clients or bill for services. Behavioral Health uses it for case management and clinical notes. It is also used for forms development and billing/payments capabilities.

As the current programs stand, a data base administrator may be needed, per the Director of Behavioral Health. Plans to recruit one are being discussed with the Senior HR Director for possible inclusion in the 2022 budget. The negative to keeping Welligent is that Behavior Health must add-on and "patch" as new features are needed within the system. Welligent was not built for Behavioral Health. The users cannot easily document and audit charts the way they would like because Welligent is not user friendly. Behavioral Health needs its' software tailored for its' specific needs. Those interviewed would prefer a new system. At the time of this Plan's creation, the discussion was about forming a committee to see if a new system will be purchased, or if the current system will be "re-tooled." Much time is spent trying to figure out how to get a report out. This is not the cutting edge

technology that will take GJFS into a future of excellent service to the community. GJFS technology must be able to work across the entire agency as clients are seen across multiple programs. Behavior Health is open to all options.

Related to technology is the fact that in late 2021 or early 2022, televisions will be located in areas of Behavioral Health (and other campus areas) that are easily visible to clients and potential donors. A tasteful "crawl" will be designed that describes the GJFS programs and contact information for those programs. The "crawl" will showcase ways that potential donors can easily donate to GJFS. Additionally, incoming client calls will be recorded for quality and training purposes, all designed to maintain excellence in client services.

THE ORGANIZATIONS' CAPABILITIES

This series of discussions on Organizational Capacity took place on February 9, 11, 24, March 15th and April 29th, 2021, between the then Senior Human Resources Director, David Malcun and consultant, Lyn Pont. Mr. Malcun has since been promoted to the GJFS's COO. Parts of the following were again addressed with Mr. Malcun on July 29th, 2021.

Regarding safety and legal compliance, we spoke first about the campus employees. Background checks, nationwide sex offender checks and any check required specifically for a license. These checks are run on a consistent basis on all new employees. Employees must review and sign agreements for client confidentiality, good moral character, and an ethics code, all policies and procedures and an arbitration agreement.

Additionally, Mr. Malcun has made (and will continue to do so annually) all senior leadership and program managers aware of the General Duty Clause, Section 5(a)(1) of the Occupational Safety and Health Act of 1970 and how to report any possible hazard concerns directly to the Senior Director of Human Resources. The Act requires that, all employers provide a work environment "free from recognized hazards that are causing or are likely to cause death or serious physical harm."

The physical plant (campus) itself meets all ADA requirements. The campus is **ADA accessible**. There is a two floor elevator, there are emergency exits, and there is an emergency plan. All employees have received **active shooter and emergency evacuation plan training**. There is also a disgruntled client policy. Monthly physical inspections of the site are made by the Senior Director of Human Resources. Regarding employee health, Workers Compensation and OSHA incidents are recorded as are COVID-19 occurrences. Also,Covid-19 is protected now under the Cares Act.

The campus has doors that close magnetically and everyone and all carried items are scanned before entering the campus building. The receptionist has an emergency button which triggers a silent alarm. There is a silent alarm button in the clinical area as well. The building itself has an alarm system and individuals need a programmed fob to enter. There is a "no guns" policy on the campus. The one exception is the GJFS licensed security officer.

Further, Mr. David Malcun, has put into place (and informed the campus population about) the following policies: GJFS Risk Management Plan, GJFS Corporate Compliance Policy, Ethical Compliance Policy, and the GJFS Subpoenas and Search Warrants Policy.

Another security initiative undertaken is the mandatory, **building-wide fire drill** that is conducted quarterly. There is a written, campus-wide, evacuation plan and there are three (3) Fire Drill Captains who direct the drill under the supervision on the Director of Security.

Regarding organizational support/security: There is the positive expectation, by employee stakeholders, that the organization will continue to support employees in any future emergency exactly as the agency is doing now (during the current Pandemic). Employees expressed appreciation for how they were (and are) supported during this Pandemic. They are/were allowed to work from home or to make a hybrid work arrangement. Any employee who contracted Covid-19 was paid in full for their time out of work due to illness and recovery. When a campus building had to be closed for Covid-19 cleaning, employees were paid in full. Accommodations were made due to employees' concerns about age, underlying illness, family issues, or just fear of the virus. Employees (during telephone follow-up) reported "relief" and "confidence" that their jobs were never in jeopardy. There were comments about the "great" communications during this difficult time. There was praise for senior leadership helping to "protect our families and our clients." As employees gradually return to the campus, all vaccinated employees will come back on a rotating, hybrid schedule.

In the area of organizational support/security, we acknowledge the possibility of a **bomb threat** (and how to handle this) as a regular part of the orientation process. As such, there is a security procedure that is covered regarding this top, at the initial Employee Orientation. The Director of Security offers updated information to members of the entire campus, on this topic, throughout the year.

Additionally, cybersecurity training will be conducted for all employees beginning in the Summer of 2021 to help employees protect both themselves and the GJFS against cyber-attacks and threats. This training will empower employees with up-to-date know-how on recognizing, mitigating, and reporting any cyber-threat(s).

Regarding **other safety/security concerns**, as a result of this careful review, a Safety Committee will be formed and in the next months, a safety buzzer will be an added feature to the GJFS department's entrance, should the receptionist need to alert the police of any potential intruder or other emergency. Also, a bullet proof glass will be installed separating the reception area from the waiting area. There is already a fortified door in place. A "safety ladder" which can be dropped down from the agency's second story window will be purchased as well. Active Killer Training is in place and has been and will continue to be conducted both annually and this concept is also explained at each New Employee Orientation.

Regarding corporate compliance, the Senior Director of Human Resources is the organizations' Compliance Officer. It is that persons' job to monitor matters pertaining to compliance and assess potential risk. At Orientation, and at intervals throughout the year, the Compliance Officer offers training and information on compliance. The Compliance Officer works on these matters with both the Director of Behavior Health, Controller, and the COO.

Regarding regulatory/legislative concerns, we follow the CDC guidelines and all clinical employees are voluntarily getting the COVID-19 vaccines. There is legislated paid time-off to get vaccinations. Our employees are no exception. Additionally, each of our COVID-19-infected employees have been paid in full while recovering from Covid-19.

Regarding access to an attorney, the Senior Human Resources Director has full and direct access to a corporate attorney/labor lawyer.

Regarding Exclusions List Screening (Office of Attorney General). The following two paragraphs are directly quoted from the Office of The Inspector General (OIG) website:

"The Office of The Inspector General (OIG) has the authority to exclude individuals and entities from Federally funded health care programs for a variety of reasons, including a conviction for Medicare or Medicaid fraud. Those that are excluded can receive no payment from Federal healthcare programs for any items or services they furnish, order, or prescribe. This includes those that provide health benefits funded directly or indirectly by the United States (other than the Federal Employees Health Benefits Plan).

OIG maintains a list of all currently excluded individuals and entities called the List of Excluded Individuals/Entities (LEIE). Anyone who hires an individual or entity on the LEIE may be subject to civil monetary penalties (CMP). To avoid CMP liability, health care entities should routinely check the list to ensure that new hires and current employees are not on it."

Under the direction of the Senior Director of Human Resources, the OIG General Exclusions List is checked prior to hiring any employee.

Regarding Verification of Employee Credentials, credentials are verified in accordance with GJFS'S Policy and Procedure on Verification of Credentials. Credentials, including licensure, certification, and education are verified with primary sources. In addition to requirements of individual licensing boards GJFS adheres to external requirements of funding sources as identified in contracts. The policy includes timeframes for verification prior to service delivery and throughout employment as needed. When concerns arise related to background checks or credentials verification, actions are taken to address these concerns per the Policy and Procedure on Verification of Credentials. Behavior Health regularity checks with the State to ensure that therapists remain credentialed and licensed, based on license expiration date. All GJFS employees, upon hire are fingerprinted and drug tested by a contracted, outside company.

All employees (whether they have direct contact with clients or not) will be fingerprinted and have a statutory background check completed. This is a level II screening in accordance with applicable federal and state laws. In addition, individuals will be re-screened within 5 years of the date of employment. Clinical staff are additionally trained in treatment planning, clinical interviewing skills, safety planning, and risk factors such as suicidal risk, violence risk, and other risk-related behaviors. These trainings are competency and objectives based with post-test certification of passing the training class(es).

Regarding trends in Human Resources, many important changes throughout 2020 and 2021 have been due to the COVID-19 Pandemic. Through the ADA, there is an interactive process with

the employee if he or she becomes exposed with the virus. Also, COVID-19 is now reportable under Workers Compensation and of course it is covered under the Family Medical Leave Act (FMLA). The entire FMLA is followed inclusive of requiring a doctor's note/health certificate to safely return to campus. Regarding hiring, the trend is now found in virtual hiring. GJFS is sourcing, interviewing, and onboarding new employees on-line. We look forward to phasing in "in-person" hiring as Covid-19 restrictions lessen. GJFS is conducting reference checks electronically by e-mail, by Zoom, and by telephone.

Additionally, GJFS has invested in an Employee Assistance Program (Employee Connect Plus) that supports employees and their families going through a difficult time and needing counseling or assistance in managing personal financial challenges, legal, and other matters. These six inperson sessions (annually) are at no cost to the employee. There is also a 24-hour telephone resource available.

GJFS is also being guided by another Human Resources trend, the system of Objectives and Key Results (OKR). This is a methodology that works with teams as they collaborate in creating a framework of goal-setting in pursuit of key objectives. Taken from the book, Measures What Matters (John Doerr, Penguin Random House, LLC), the following principles are directing this GJFS pursuit:

- 1. Focus and commit to priorities
- 2. Align and connect for teamwork
- 3. Track for accountability
- 4. Stretch for amazing

Regarding Succession Planning, the Senior Director of Human Resources created the 2021 Goodman Jewish Family Services Succession Plan to ensure continuity and a stable personnel-related future. Succession Planning is a future-focused practice of identifying the knowledge, skills, and abilities of multiple individuals to identify and develop future leaders. This is an important part of the GJFS human resources talent management process going forward.

Regarding HR technology, GJFS has just switched from Paychecks to Paycor because this new HRIS software integrates with both the accounting software and the retirement plan software. Paychecks did not do his. Paycor is web/cloud based.

In April of 2021, GJFS moved the telephone systems to the cloud as well so it will be integrated with the GJFS computer systems. This means that the telephones can be answered by the handset or by the computer (without an actual telephone present). The server is located in a different state so there is protection of data in case of a hurricane or other disaster.

This new and robust telephone system (GoToConnect) that will assist our employees with call volume and the many challenges of hybrid work and on-line meetings. At this writing, employees have reported success with this new system on both PCs and mobile telephone applications. The Senior Human Resources Director believes that regarding technology, it is important to get ahead of the HR curve.

Regarding trends in benefits, GJFS is changing the current practice and is increasing the GJFS contribution towards employee benefits. This will lower the premium that the employees pay. GJFS absorbed the market increase and was still able to save \$50,000 this year (2021). This benefit will assist with both retention and future recruitment.

Regarding feeling valued, Mr. Jackman, the President and CEO, has started quarterly Town Halls which are informational cheerleading sessions. Employees have begun to look forward to these meetings. We are looking forward to in-person Town Hall meetings as the Pandemic subsides. Additionally, we believe that implementing "stay interviews" will have a direct effect on morale. Stay interviews are designed to learn what keeps employees working for an organization and what aspects need improvement. Stay interviews are preferable to exit interviews (which are currently being conducted) because you gain insight into how to retain employees while they are still employed. Currently, the Senior Director of Human Resources has developed a Career Development Plan for senior staff, middle management, and entry level personnel. It was in place the first quarter of 2021. It is on-line and on-demand. This Plan goes through Leadership, Conflict Resolution, Communication, and more. There are tests to ensure understanding.

Employee recognition: The organization recognizes employee milestones through companywide email blasts. Paycor sends to all managers birthday, anniversary, and years of service reminders. These events are pre-programed into the system. Milestone gifts (at 1, 5, and 20 years) include \$25 gift cards to comply with IRS regulations. Employee of the year and manager of the year positions are voted on by the employees. The CEO handwrites and hand signs personal letters for all employee life events.

Regarding our culture and our human resources (employees), as GJFS emerges from the Pandemic, GJFS recognizes that employees are returning from months of remote work and social distancing. This new normal and its' challenges are being met by focusing on keeping employees connected and moving forward with a common purpose.

Our culture is linked together by building on shared experiences and informal interactions both at the workplace and remotely. We are proud that our employees are generationally diverse: Baby Boomers - 35%, Generation X - 48%, Generation Y - 15%, Generation Z - 1%, and the Silent Generation- 1%. This diversity of generations provides for a collaborative, engaged environment where employees can share strengths and experience. Also, a variety of languages are spoken by a number of GJFS employees. Amongst these languages are: English, Spanish, Russian, Romanian, Hebrew, Créole, Portuguese, and Yiddish. Additionally, of senior leadership (which includes program directors, managers, and other director positions), 7% are female and 3% are male.

Regarding the need for intentional staff development (training), employee morale was mentioned many times during the one on one interview sessions. It was associated with two things; the employees need to feel valued and they are seeking training which can lead to better communications both across departments and from the top down. These needs have been incorporated into the goals of this strategic plan.

Behavioral Health will continue to initiate its own ongoing required and other training. Per the Senior Human Resources Director, soft and hard skills training can: increase job satisfaction, morale, motivation, and innovation. Given the change this organization has experienced, training is an important goal in this document for all employees. We have considered formalizing these programs to become sessions of the new GJFS Leadership Skills Academy. All employees of GJFS will be eligible to participate in this career and personal growth skills-training after three consecutive months of employment.

Additionally, the new Employee Handbook was completed in April of 2021. This will be an excellent resource for training on various human resource-related (and other) topics such as HIPPA, The Family Medical Leave Act, Sexual Harassment Prevention, and Ethics for the new Academy.

While the topics below will be refined, probable GJFS Leadership Skills Academy training subjects may include offerings from the following list:

- 1. Budgets and Financial Reports
- 2. Business Ethics
- 3. Business Etiquette
- 4. Business Writing
- 5. Change Management
- 6. Coaching and Mentoring
- 7. Communication Strategies
- 8. "Touch Base" Conversations
- 9. Delivering Constructive Criticism
- 10. Diversity and Inclusion
- 11. Goal Setting and Getting Things Done
- 12. Handbook and Policy Review
- 13. Interpersonal Skills
- 14. Leadership and Influence
- 15. Managing Workplace Harassment
- 16. Performance Management
- 17. Public Speaking Skills
- 18. Social Media In The Workplace
- 19. Supervising Others/Talent Management
- 20. Time Management
- 21. Workplace Harassment (Sexual and Other)

GOALS STRATEGY

GJFS employees, affiliates, and other stakeholders have expectations regarding the future of GJFS, the work itself, the workplace, funding, and effects on clients and the community. There were three (3) common threads that have helped to inform the Plan's goals:

1. Social Media/Marketing & Rebranding:

- a. **Social Media.** Bringing the organization into this new century to enable GJFS to reach further into the community through **social media.** An up-to-date web presence, and modern marketing materials will make JGFS easily visible to those who need our programs. These tools would further empower our employees in reaching potential clients in the community and other stakeholders.
- b. Rebranding Our Ecosystem. Strong brand awareness will be instrumental in improving our visibility and attractiveness to donors and other funders. Strategically rebranding GJFS will increase opportunities for a greater number of targeted high-end donors and others to easily find us. Maximizing the GJFS new social media foodprint and creating a brand marketing strategy, will be used to engage high six figure donors and can be used to create an operating endowment and to expand the Cupboard.

2. Organizational Capacity:

- a. Staff development (training): This will positively influence morale and improve employee soft and hard skills. Improving soft and hard skills of employees will benefit the organization and its' clients (public speaking skills to raise funds, interviewing, communications, leadership skills, diversity/cultural competency, and dealing with change/ambiguity) and hard skills (how to read a balance statement, understanding financial reports and budgets).
- b. Revised and extensive **onboarding program:** Onboarding new hires at GJFS will become a strategic process that lasts for at least one year, because how employers handle the first few days and months of a new employee's experience is crucial to ensuring high retention and excellent engagement. Good onboarding programs are shown to boost not only employee engagement but business growth as well, while encouraging open communications, forging connections, and decreasing turnover.
- c. **Board of Directors must remain motivated, inspired, and engaged** to ensure that they are provided with the tools they need to be powerful, effective fundraisers. It is important that the Board's passion for GJFS and its mission is regularly rekindled This will be done by revisiting goals and outcomes regularly and by igniting skill building Board retreats that lead to major gift fundraising and non-profit development skills.
- 3. Technological improvements: The effectiveness of technology has a direct effect on client service excellence. There are expectations that the Electronic Health Records

(EHR) software system, Welligent, will be either replaced or refined. Finance is involved as well because Welligent has financial information that needs to be included in the financial process. Some of this is being done manually now. Billing for Welligent ties into the financial packages (example is billing, making, and tracking payments). This makes for a complicated process for clinicians due to the amount of time and energy invested trying to make this program work with "patches." A technology committee has been set up for preliminary discussions about this. Other systems have been and will be explored. **Overall campus technology will be assessed as well**. An example would be examining the need for and pricing of Donor Relationship Management Software that can interface with Finance and Accounting.

4. Future Planning - Resource Development: Development planning is essential for GJFS to advance its mission. Now is the time to re-think our development strategies and looking ahead, pull together a Future Needs Committee and a timeline that re-thinks our traditional ways of meeting funding needs. We are growing and must both thoughtfully and aggressively pursue development goals that are intertwined with marketing, communications, and community outreach. Each will be aligned with the Strategic Plan's social media and rebranding efforts.

The Chief Operating Officer (COO), in the last quarter of 2021, will appoint a Future Needs Committee made up of program directors and others. These committee members will identify what unmet (and projected) needs their programs must meet in the Jewish community of Broward County now, during the next three years, and during the next ten years. The committee will choose their own Chair and meet as needed to produce this list of stakeholder future needs no later than March 1, 2022. The list will be presented to the COO and may become an addition to future Strategic Goals Planning related to Resource Development and added to the Strategic Plan as it is updated annually. The Director of Strategic Development will sit on this committee as these future needs must be considered when pursuing development goals, marketing, communications, and community outreach.

NOTE: Regarding the future need for housing for elderly Holocaust survivors: As discussed earlier in this paper, the need for construction of elderly housing, as the Holocaust survivors age, will be included on the Future Needs Committee list. During August of 2021, three million dollars was secured for this endeavor. The Future Needs Committee will devise a plan to move forward, delineating the first steps: assessment of exactly what resources and information is needed, land purchase, architect(s), planning, zoning, permitting, hiring of builders, and all other related steps for a successfully completed project. This housing undertaking, as both the idea and the reality begin to take form, will become a strategic goal as the Strategic Plan is updated annually.

DISCUSSION OF GOALS AND THEIR MEASUREMENTS

Goal 1A: Create, Maintain, and Expand Social Media Marketing Program

Social Media plays a crucial role in connecting people and developing relationships. It provides an opportunity to establish greater client service by gathering input, answering questions, and listening to stakeholder feedback. It provides an opportunity for potential donors to understand the GJFS vision. GJFS will become widely known in the community by conducting public outreach, using excellent social media.

This project involves creating a strong social media presence so that GJFS and its' many programs are instantly recognized in the community and GJFS becomes the non-profit service provider of choice in Broward County, Florida. Additionally, modern marketing paper and other materials

that complement the on-line look, will be created, and distributed.

Pre and post measurements administered before and after each campaign, Measurement: conducted by Marketing Coordinator or contracted media company.

> Leadership (in the form of a Social Media Committee) will first decide whether to hire a full-time marketing person for this project, find the right company to set up the social medial accounts, and to train a current GJFS employee to keep the program up, or to retain the social media company to maintain and expand the GJFS social media presence entirely. The process starts with researching companies that can make the GJFS social presence known and timely. After evaluating and choosing the right provider, that company (or employee) will research the GJFS target audience and create engaging social content to be sent out to a variety of relevant social channels. It is important that this company, or employee, assesses what works, what doesn't, and keeps the GJFS social media presence improving and constantly energetic and relevant.

Outcome:

Discussion:

Goal 1B:

Rebrand GJFS Ecosystem - Brand Awareness For Donor Engagement

For GJFS brand awareness refers to how familiar others outside of the agency are aware of our many services and of the many ways the public can contribute to our mission in terms of funding.

High brand awareness means that more people know about us, while low brand awareness means that people are otherwise unaware of our agency, its' services, and how they can contribute monetarily to our mission.

Brand awareness is established through digital and print marketing strategies, as well as advertising campaigns. These strategic marketing initiatives also build community trust in the organization and its' services so that a greater number of potential donors are engaged.

Outcome:

Brand awareness is important for engaging donors. To this end, the GJFS will become a very strong presence in our community. We will become the go-to non-profit organization by distinguishing our services and by, through our marketing campaigns, make it both attractive and easy to donate/fund the GJFS organization.

Measurement:

Pre and post measurements administered before and after each campaign, conducted by either the Marketing Coordinator or a contracted media company.

Discussion:

Leadership (in the form of a Social Media or Rebranding Committee) will decide whether to hire a full-time marketing person for this project, a contractor, or find the right company to rebrand the GJFS ecosystem. This may or may not be the same person or company engaged to address social media and marketing issues. This entity will develop a marketing message that aligns with our mission and they will design a visual identity that coordinates with the work being done in our Social Media efforts. Foremost, this entity will execute various marketing campaigns that will push both our operational and philanthropic goals forward. The Director of Strategic Development will be an important addition to this Committee.

Goal 2A: Staff Development – Training

Studies continue to show that ongoing staff training and development increase morale, satisfaction, motivation, and positivity. Additionally, training reduces skill gaps and improves performance which keeping the campus up to date with professional trends and industry changes. The goal is for ongoing hard and soft skills training to become a part of the GJFS culture.

Outcome: We will retain good employees and show that the organization cares about

our employees' future and is dedicated to providing new skills that are

relevant to individual jobs and personal/professional growth.

Measurement: Pre and post measurements administered in employee satisfaction surveys

at six (6) month intervals.

Discussion: Improving soft and hard skills of employees will benefit the organization

and its' clients (public speaking skills to raise funds, interviewing, communications, leadership skills, diversity/cultural competency, and dealing with change/ambiguity) and hard skills (how to read a balance

statement, understanding financial reports and budgets).

Goal 2B: Onboarding Program.

This involves training all department heads/direct supervisors to conduct a comprehensive onboarding program for each new employee. Human Resources creates the program and trains department heads direct supervisors in its' continuous implementation.

Onboarding new hires at GJFS should be a strategic process that lasts at least one year, because how employers handle the first few days and months of a new employee's experience is crucial to ensuring high retention.

Outcome: Reduce employee turnover. Engage and acclimate new employees to their

role and to the organization. Encourage employee commitment to overall GJFS success by providing a welcoming team environment. Onboarding during the Covid-19 Pandemic (and as necessary) may be conducted

virtually.

Measurement: Employee retention as measured quarterly by turnover report created by

Human Resources Department. Commitment as measured through Stay

Interviews.

Discussion: New employee onboarding is the process of integrating a new employee with the organization and its culture, as well as giving each new hire the

tools and information needed to become a productive member of the team.

Onboarding new hires at GJFS will be a strategic process that lasts at least one year, because how employers handle the first few days and months of a

new employee's experience is crucial to ensuring high retention.

First, a Department Head informational session on the new program and supervisory responsibilities will be conducted by the Senior Director of Human Resources. This is followed by ongoing action steps conducted first by the Human Resources Department and then the action steps become the direct supervisors' responsibility and are ongoing as new team members are hired.

Goal 2C: Board of Directors – Engagement Program

Boards of Directors are most effective when remaining motivated, engaged, and committed. They must necessarily be provided with the tools they need to be powerful, effective fundraisers.

Outcome: Rekindle the Board's passion for our nonprofit and its mission. Ar

objective Board assessment is created. Board members learn new and essential fundraising skills through accessible, engaging activities. Board creation of their own measurable, achievable goals to move the organization

forward.

Measurement: Financial commitment by either an individual or firm compared to last fiscal

year. Agreements to serve on committee (s) compared to last fiscal year. Assisting with donor identification, cultivation, stewardship compared to last fiscal year. If this is first comparison year, then a record of these first

year measures is added to the Board Binder.

Discussion: It is important that the Board's passion for GJFS and its mission is regularly

rekindled This will be done by revisiting goals and outcomes regularly and by igniting skill building Board retreats that lead to major gift fundraising

and non-profit development skills.

Goal 3A Technological Improvements: Behavior Health

Behavioral Health continues to research and implement Electronic Heath Records (EHR) software system (or updates current system).

The EHR Committee is created by the Director of Behavioral Health. Meetings will be held monthly for the first year and meeting schedules may be revised in year two of this process. Appropriate, modern technology will be reviewed and evaluated. When the new system is chosen, the team will begin the process of putting the system into place.

Outcome: Ensure well-supported, user friendly, EHR system that works across

departments and programs is up-to-date and responds to present and future

needs of users and other stakeholders.

Measurement: EHR specific quarterly meetings to review 100% of goals are being met.

Discussion: As discussed in the Strategic Plan narrative, the Behavior Health program,

its' clients, and its' employees will benefit from a user friendly, responsive, and modern software system. As will the campus employees and our clients as campus technology is evaluated and updated as needed in order to better

serve stakeholders.

Goal 3B: Technological Improvements: GJFS Technology

The Senior Human Resources Director(or designee) sets up a Technology Committee specifically directed to the review of campus software. Users/leaders research what needs to be corrected and oversee implementation. Committee meets monthly for first year and meeting schedules may be revised in year two of this process if needed. When program complete, committee meets in revised format to ensure campus is up-to-date with both changing technology and changing campus technology needs.

Outcome: To ensure that campus departmental software is up-to-date and responds to

the present and future needs of users and other stakeholders.

Measurement: Technology Committee meets quarterly to ensure 100% of goals, which

they have set, are being met. This meeting timeline may change in year

two.

Discussion: As discussed in the Strategic Plan narrative, the campus employees and our

clients will all benefit as campus technology is evaluated and updated as

needed, in order to better serve our stakeholders and community.

4A: Future Planning – Resource Development

The GJFS is an allocated agency of the Jewish Federation of Broward County and receives \$21M dollars from the Claims Conference to service the Holocaust Survivors living in Broward County.

Most of the additional income comes from grants both public and private, with a smaller portion coming from individual donations. The current climate indicates a more strategic, targeted, and data driven approach is required to move GJFS forward.

Future work in development will be fully integrated into marketing, communications, and community outreach, and will align with the Strategic Plan's social media and rebranding efforts. The outcomes will involve the following as numbered below.

Outcomes:

- 1. Annual Fund Renewal Expand Donor Base Upgrade Levels
- 2. Donor Engagement Annual Fund Enhance Relationships
- 3. Individual Major Gifts Restricted/Unrestricted Philanthropy
- 4. Private and/or Family Foundations Enhance/Engage
- 5. Planned Giving Long Term Goal -Estate/Financial Planners
- 6. Corporate Development Outreach Event Sponsorship
- 7. Create Annual Women's Event to fund initiatives related to:
 - a. Domestic Abuse
 - b. Mental Health
 - c. Fashion RAKPAK
 - d. Financial Need
 - e. Food Insecurity

Measurement:

The Strategic Development Department possesses fundraising software that is designed to track and measure each of the outcomes listed above, as directed by the Director of Strategic Development.

Discussion:

The Director of Strategic Development will meet on a regular basis with the team that will Rebrand the GJFS Ecosystem for Donor Engagement. This entity will develop a marketing message that aligns with our mission and they will design a visual identity that coordinates with the work being done in our Social Media efforts. Foremost, this entity will execute various marketing campaigns that will push both our operational and philanthropic goals forward. The Director of Strategic Development is an integral member of this team. Her departmental goals will become very important parts of that teams strategic marketing/branding vision going forward. The entire Resource Development Document can be found in the office of the Director Strategic Development.

Additionally, the Director of Strategic Development will sit on a committee created by the COO that identifies what unmet (and projected) needs their programs must meet in the Jewish community of Broward County during the present, the next three years, and the next ten years.

GOALS

NOTE: The color **Green** represents the start of each goal. The color **red** signifies goal completion. Changes in start and completion dates will occur as goals are started or reached earlier than noted.

G	GOAL 1A: Address Social Media & Marketing Issues				
Objectives	Person(s)	Fiscal Year	r Objective Start & E	and Dates	
	Accountable	2021 - 2022	2022 - 2023	2023 - 2024	
1.A. Create, Maintain, Expand Social Media Presence. Increase awareness of GJFS. Modern Social Media outreach to increase community service capabilities, fundraising, and new hire ability.	COO appoints Chair SM Committee. Chair as Accountable.	Start date: 07/01/21 End date: 06/31/22 Committee & GJFS Chair decide: Hire full time person or retain outside company to maintain/expand SM presence & create marketing materials. Interviews either people or companies. Cost analysis for either option. Establish budget. Person/Company hired.	Start Date: 07/01/22 End date: 06/31/23 Person/Company researches target audience. Creates social content. Sends content to variety of relevant social channels. Creates/distributes engaging marketing materials for campaigns & programs. Pre and post measurements administered before and after each campaign. Establish next budget.	Start Date: 07/01/23 End date: 6/31/24 New social media campaigns designed. These are based on both present and future needs and on quantitative past campaign measurements. Future planning re: campaigns and budgets for next fiscal year.	
		1 -			

Objectives	Person(s)	Fiscal Year Objective Start & End Dates		
	Accountable	2021 - 2022	2022 - 2023	2023 - 2024
1.B. Recreate, Expand, Maintain GJFS	COO appoints Chair	Start date: 07/01/21	Start Date: 07/01/22	Start Date: 07/01/23
Community Footprint Professional brand	Committee. as Accountable.	End date: 06/31/22	End date: 06/31/23	End date: 6/31/24
awareness campaigns to specifically engage high-end donors.		Committee & GJFS Chair decide: Hire full time person or retain outside	Research target audience. Relates mission to marketing message. Aligns with	Still more brand awareness campaigns designed.
		company to execute brand awareness marketing campaigns	organizational goals. Designs visual identity to up brand	These are based on both present and future needs and on quantitative past
		Interviews either people or companies.	awareness. Creates content	campaign measurements.
		Cost analysis for either option.	plan to push fundraising. Pre and post	Future planning re: campaigns and budgets for next fiscal year.
		Establish budget.	measurements before/ after each	inscar year.
		Person/Company hired.	campaign.	
		Marketing strategy creation commences during beginning of research phase.	Base on demonstrated impact, decisions made on how to further showcase GJFS.	
			Establish next years' budget.	

GOAL 2A: Address Organizational Capacity & Professional Issues				
Objectives	Person(s)	Fiscal Ye	ar Objective Start & E	nd Dates
	Accountable	2021 - 2022	2022 - 2023	2023 - 2024
2.A. Staff	Human	Start date: 07/01/21	Start date: 07/01/22	Start date: 7/01/23
Development. HR	Resources			
decides order of	Director(also	End date: 06/31/22	End date: 06/31/23	End date: 06/31/24
courses from list.	keeps record of			
How/where training is conducted. Dates	training). Appoints	List of courses:	List of courses:	List of courses:
of training. <u>List may</u>	trainer as	-Business Etiquette	-Public Speaking	-Communication
vary each quarter.	accountable.	-Business Ethics	-Interpersonal Skills	-Change Mgt.
Programs will rotate		-Diversity/Inclusion	-Time Mgt.	-Leadership
throughout the year.		-Workplace	-Mentoring	-Performance Mgt.
3 - 4 different		Harassment		
courses.				
2.B. Onboarding	Department	Start Date: 07/01/21	Start Date: 07/01/22	Start Date: 7/01/23
Program. Designed	Heads (as	End Date: 06/31/22	End Date: 06/31/23	End Date: 06/31/24
by & trained by HR.	trained by HR			
Implemented by	Director or	Tasks Completed:	Tasks Completed:	Tasks Completed:
Dept. Heads.	designee)	-Design of extensive	1 st day activities	1 st day activities
		onboarding training.	1 st week activities	1 st week activities
		-Train Department	1 st month activities	1 st month activities
		Heads	3 rd month activities	3 rd month activities
			6 th month activities	6 th month activities
2.C * BOD ,	Chair BOD and	Start Date: 07/01/21	Start Date: 07/01/22	Start Date: 7/01/23
Engagement	designee(s) as	End Date: 06/31/22	End Date: 06/31/23	End Date: 06/31/24
Program	appropriate			
		Review vision,	Review and compare	Review and compare
		mission, purpose for	progress since initial	progress since 2nd
		next 3 years.	1 st year goal (s) creation.	year goal (s) creation and first retreat.
		Identify new CEO.		
		-	Organize/attend	Organize/attend
			facilitated Board	facilitated Board

Ensure financial	retreat to review	retreat to review
oversight & adequate	annual	annual changes,
resources.	changes/progress and	progress and needed
	needed goals to	goals to effectively
Review Strategic Plan.	effectively move	move forward.
	forward.	
Review compliance &		
resource management.		
Recruit, orient new		
members.		
Enhance public		
standing.		
G1		
Strengthen		
programs/services.		
Organizalattand		
Organize/attend		
facilitated Board		
retreat.		

*BOD is Board of Directors

	GOAL 3A: Technological Improvements: Behavioral Health				
Objectives	Person(s)	Fiscal Year Objective Start & End Dates			
	Accountable	2021 - 2022	2022 - 2023	2023 - 2024	
3.A Technological					
Improvements	Director of	Start date: 07/01/21	Start date: 07/01/22	Start date: 7/01/23	
	Behavioral				
	Health creates	End date: 06/31/22	End date: 06/31/23	End date: 06/31/24	
	committee and				
	then oversees	Committee meets	Committee continues	Committee continues	
	outside	weekly at first, reviews	Quarterly meetings.	Quarterly meetings.	
	company	various options. Looks			
	Implementation	at implementation,	"Super Users" –	Successful -	
	Specialist &	timelines, transferring	trainers are constantly	transition to support	
	Training	data, costs, and budget.	trained on methods	process continues.	
	Manager for		and materials.		
	new BH	Committee chooses		Implementation:	
	software.	InSync software,	Super Users	InSync Specialist,	
		implementation, &	responsible all staff	Mgr, & Support Mgr.	
		training.	trained and can log	to re-check after	
			in.	going live.	

Committee reviews contract (attorney) &	GO LIVE THIS QUARTER	Committee meetings and follow-up
purchase agreement & implementation	System checked continually by	continue each quarter.
Has new company review facilities. Training continues.	provider. Training continues.	
Č	J	
Implementation: Data migration – obtaining data from current vendor.	Billing\Front Office: Work any rejections and rebill. Payment Posting	
Training.		
Reviews process & timeline	InSync addresses outstanding items from Go Live	
Software Go Live Date chosen	Training. Answers questions.	
BH identifies trainer	Reviews billing	
for Implementation Claims Enrollment and other processes.	reports. Payment Posting.	
BH sends code list with Fees (Self Pay)	Super Users train others to add users	
Sends Insurance fee schedules &	and create roles and permissions.	
consents\non-clinical forms.	InSync reviews entire support process.	
Completes practice enrollment of clients.		
BH sends clinical State, grant, or special forms & practice logo		
to InSync.		

	GOAL 3B: Technological Improvements: GJFS Technology				
Objectives	Person(s)	Fiscal Ye	ar Objective Start & E	nd Dates	
	Accountable	2021 - 2022	2022 - 2023	2023 - 2024	
3.B Technological					
Improvements	COO appoints	Start date: 07/01/21	Start date: 07/01/22	Start date: 7/01/23	
	member of				
	Finance/Accou	End date: 06/31/22	End date: 06/31/23	End date: 06/31/24	
	nting as Chair				
	to form	Committee meets	Committee meets	Committee meets	
	committee	weekly at first, reviews	quarterly to ensure	quarterly to ensure	
		all campus	stability of products.	stability of products	
	Chair	software/hardware not		and to re-check after	
	Accountable.	to include BH.	Review budgets for	implementation.	
		Mindful that BH	purchases. Obtains		
		interacts with much	approvals as	Advises departments	
		campus hardware.	indicated.	that Committee is	
		D 1 11 4	D 1 C	open to new ideas	
		Reviews and adds to	Purchases software as	and new technology	
		current list of GFJS	needed by	as appropriate.	
		computer programs:	departments.		
		Fund EZ Accounting	Training designed		
		BH/Finance	and conducted by		
		Donor Perfect	each Department		
		Paycor (new)	Head. Cross training		
		Diamon claims Conf.	most important.		
		SAMIS-UW grant data			
		Availably (billing)	New		
		Sterling (volunteer	software/hardware		
		data)	implementation.		
		Safe Save credit			
		processor			
		Sky Bank			
		Q-Give			
		Am Exp			
		Bank United			
		Mutual Am. – 403B			
		on-line portal			

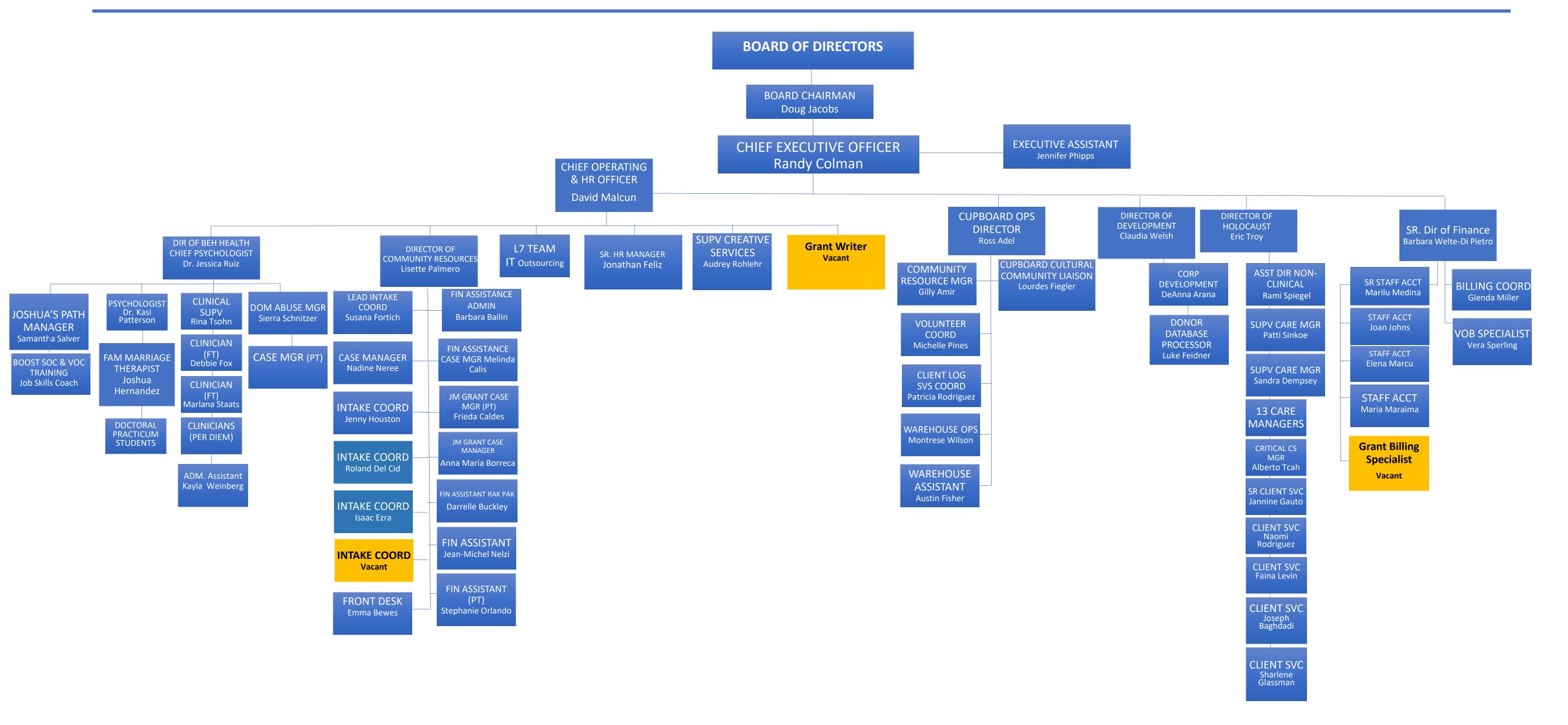
Committee consults with users of software/hardware and decides what stays. What is replaced or is no longer useful. Reviews budgets Plans for next year's purchases. Obtains necessary budget approvals.	Committee meetings and follow-up continue each quarter to ensure GJFS is up to date on necessary technology.
Attorney or other contract & purchase agreement review.	

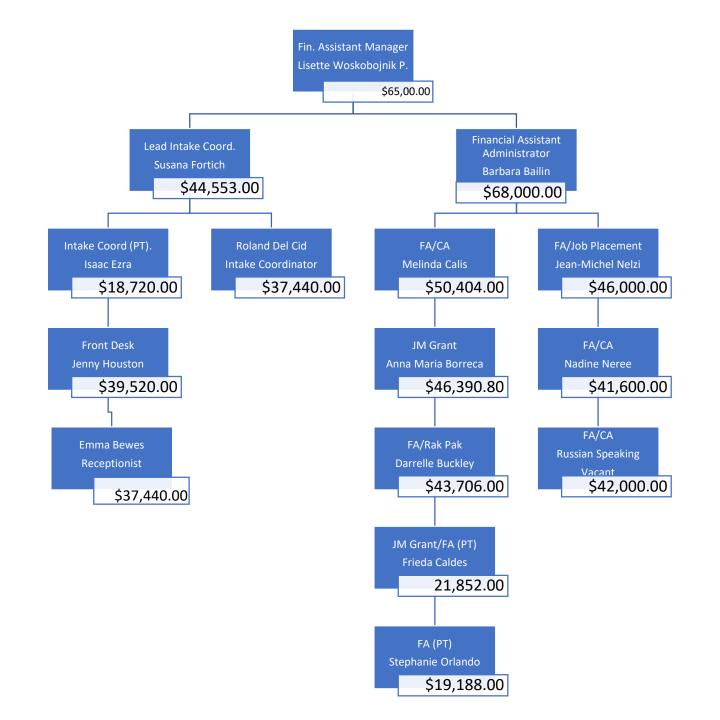
	GOAL 4A: Future Planning - Resource Development				
Objectives	Person(s)	Fiscal Ye	ar Objective Start & End	Dates	
	Accountable	2021 - 2022	2022 - 2023	2023 - 2024	
3.A Future Planning – Resource Development	Director of Resource Development creates major committee and then oversees various sub- committees in designing data driven plans & projects for all 3 year goals.	End date: 07/01/21 End date: 06/31/22 Committee meets weekly at first, reviews various options. Looks at implementation, timelines, gathering data, related costs, and budget.	End date: 07/01/22 End date: 06/31/23 Director continues to monitor success through subcommittees. Creates 2 new objectives:	Start date: 7/01/23 End date: 06/31/24 Director continues to monitor success through subcommittees	
		Sub committees decide timelines, people and resources needed to work with annual objectives: • Annual Fund Renewal • Donor Engagement • Individual Major Gifts • Private/Family Foundations	 Planned Giving Corp Outreach & Event Sponsorships Annual Women's Event related to: Dom Abuse Mental Health RAKPAK Financial Need Food Insecurity 	Committee meetings and follow-up continue regularly. Committees begin to analyze need(s) for next years' development goals and begin forwarding proposal memos, based on data- driven results to the Director for evaluation.	

	Progress, process, & timelines reviewed weekly for first year by Chair in meetings with sub-committee chairs.	Progress, process, & timelines reviewed weekly for second year by Chair in meetings with sub-committee chairs.	Progress, process, & timelines reviewed weekly for third year by Chair in meetings with sub-committee chairs.
	Campaigns analyzed for success or changes in future campaigns.	Campaigns analyzed for success or changes in future campaigns.	Campaigns analyzed for success or changes in future campaigns.

Organization Chart







Proposed 1/13/2021



Financial Assistance Manager

Goodman Jewish Family Services of Broward County, Florida is a non-profit social services agency serving the community since 1962. Goodman JFS provides a wide range of services that strengthens individuals and families and protects the vulnerable. Our work is guided by Jewish values to improve the quality of life in the Broward community.

Do you want to help reduce poverty? If so, we are seeking a full time Program Manager for one of largest programs, Financial Assistance.

Our Financial Assistance Program is designed to help those most in need and in crisis here in our community. Each day Goodman JFS provides assistance with food, rent, utilities and prescription medications for seniors, families and individuals throughout Broward County. Through the generosity of private donors, Goodman JFS provides a lifeline of support to help the most vulnerable.

JOB RESPONSIBILITIES:

- Responsible for the daily operations of the Financial Assistant Department.
- Supervise and train the staff.
- Responsible for the operations of the incoming client calls and process.
- Produce and maintain monthly statistical and financial data.
- Manage operations to the budget.
- Interact with clients, donors, volunteers and provide back when dealing with crisis situations.
- Prepare client documentation.
- Maintain clients' information and inquiries.
- Assist with incoming calls and requests and resolve client issues.
- Working with new poverty reduction initiatives and ideas.

EDUCATION/EXPERIENCE

- Master's Degree in Social Work or comparable degree.
- Minimum of 5 years of experience in comparable position, preferably with non-profit, supervising a team of employees
- Entitlement program experience such as Medicaid, food stamps and financial assistance community resource knowledge as well as experience with low income families, is preferred.

REQUIRED:

- Proficient in Microsoft Office Suite
- Strong interpersonal skills
- Excellent verbal and written skills
- A heart for the undeserved population
- Ability to adapt in a fast-paced environment with a flexible approach to changing priorities and duties

Job Type: Full-time

Company's website:

• www.jfsbroward.org

Work Remotely:

• Temporarily due to COVID-19

Nadine Neree became Financial Assistance Manager in December 2022. Prior to joining Goodman JFS, she served as Psychosocial Rehabilitation Counselor at Chrysalis Health as a Psychosocial Rehabilitation Counselor then as an Outpatient Therapist. Nadine started at Goodman JFS as a Temporary Intake Coordinator in February 2019. Six months later, she was promoted to full-time Intake Coordinator. In March 2021, she was promoted to Financial Assistance Care Manager. She moved to Broward from Queens, New York, and received her Bachelor's and Master's in Social Work from Florida Atlantic University.