



2023  
Annual Report





## Board of Directors and Leadership Staff

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Danny Klein, Board Chair  
Ken Goodman, Immediate Past Chair  
Patrick Emerson McCormick, Treasurer  
Dr. David Oroz, Secretary

### BOARD OF DIRECTORS

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Andrea M. Ballard, MBA, Chief Administrative Officer  
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Lily Hanscom, LPC, LCPC, CCTP, Clinical Director  
Christian Hirwa, Director of Refugee Resettlement Services  
Savannah Cooper, Director of Quality Management & Compliance  
Jessica E. Mattix, MA, Director of Marketing & Communications  
Jacqueline Moreno, Director of Divorce Recovery  
Danielle Phelps, Ph.D., Director of Development  
Alison Wood, Director of Older Adult & Community Services

# To the Community

This year, I began my tenure as the new board chair for JFCS. I'm deeply grateful to Ken Goodman, the immediate past chair, for his strong and thoughtful leadership of the organization these past few years. During his term as chair, JFCS, and the rest of the world, had to cope with the pandemic while continuing to bring care and compassion to our community through the services we deliver.

I grew up in Tucson and fondly remember all of the wonderful work done by JFCS over the years. My parents played an integral part in the Tucson Jewish community and helped foster in me a need to help those less fortunate and to help the well-being of those in need. Amongst all of the local Jewish organizations, my parents identified most with JFCS, and their passion has, and continues to, inspire me to be active in the community. One of my earliest memories of the organization is participating in the Soviet Jewry Walk/Run that was held at Reid Park in the late 1980s. Lee Surwit, who helped to coordinate the walk on behalf of JFCS and the Tucson Jewish Community, was instrumental in the settlement of Russian Jews by JFCS during that time. Lee and her amazing work helped foster and grow my relationship with JFCS and gave me a concrete vision of the organization as one dedicated to helping everyone become the best version of themselves.

I identify with the mission and values of JFCS, especially the older adult services and the Holocaust Survivors group. My professional experience is in helping older adults live a healthy and vibrant life in their golden years. In the coming years, you'll hear more about our work to address Social Determinants of Health. In my own work, I focus on the Social Determinants of social isolation and healthy aging. It's so important to me that older adults, especially widows or those who are solo, receive the help they need to be as independent and as happy as possible. The older adult services at JFCS exemplify my own professional goals. I'm very excited to help all the programs become successful in all capacities.

Moving forward, it's my goal to help JFCS continue with its mission to help all people meet their full potential and overcome any challenges. As such, I'll strive to encourage more donor involvement in all the programs at JFCS. Donor involvement is the difference between a program working and a program thriving.

I look forward to working with JFCS and the board in my new role.

Sincerely,



Danny Klein  
JFCS Board Chair

# Letter from the CEO

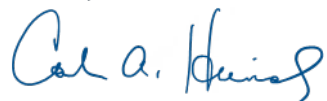
I am honored to present to you the Annual Report for 2023, marking a significant milestone not only for our organization, but also for me personally. This year, I celebrate a decade as president and CEO of JFCS, and it fills me with immense pride to reflect on the remarkable journey we've undertaken together.

The growth that we've experienced in the last 10 years, whether measured by how much our budget has increased or how many more professionals we've hired to carry out our mission, is significant because it conveys what's most important to us—that we're reaching more people in our community who need our vital services to move forward in their lives. We've accomplished this by significantly expanding services that for so long have been integral to JFCS. This includes mental health treatment to help people cope with issues like anxiety, depression, grief, loss, and a variety of traumatic life experiences. In addition, we've added new services such as parenting courses to strengthen families and prevent child abuse and neglect or refugee resettlement for people from countries all over the world who want to improve their lives or to escape persecution, war, and conflict. We will continue to expand the way we help our community members given the myriad of adversities they face while also remaining steadfast in our pursuit of sustainable growth.

Looking ahead, our goal is to have a more significant impact on Social Determinants of Health. These are conditions in which people are born, grow, live, work, and age that impact their health outcomes and include factors such as education, occupation and employment conditions, housing and neighborhood settings, and socioeconomic status. Addressing Social Determinants of Health is crucial because they can amplify the difficulties of the people we serve and limit their overall wellbeing. We've already begun analyzing which Social Determinants affect our target population the most so that we can align new strategies with our growing programs and services.

I encourage you to delve into the pages of this report, celebrating our shared accomplishments and envisioning the possibilities that lie ahead. Thank you for your ongoing support as we continue to write the next chapter in the remarkable story of JFCS.

With gratitude,



Carlos A. Hernández, DSW, LCSW, CPHQ  
President & CEO



## COUNSELING & MENTAL HEALTH

2023 FISCAL YEAR

**1,274**

clients served

**21,371**

hours of counseling

**97%**

of clients were treated for trauma related to crime

**72%**

of clients were low-income

*“I experienced severe childhood trauma and it has taken me years to build any type of relationship to dig through my pain and memories. Some of my trauma has materialized in the same nightmare revolving around the events in my past, not allowing me to sleep through the night. After many years of speaking with my JFCS counselor, they helped me understand that what I experienced as a child was not my fault. I now realize that I did nothing wrong. The relief has been life-changing. I no longer have the nightmare. Thank you from the bottom of my heart for helping me come to terms with what I lived through. I cannot thank you enough for all of your amazing work.”*

JFCS provides expert behavioral health services to individuals of all ages and backgrounds throughout Arizona. All of our clinicians utilize a person-centered, trauma-informed approach, providing compassionate counseling support to individuals online or in person. By serving some of our community’s most vulnerable populations including children, LGBTQIA+, survivors of crime and domestic violence, we help individuals and families in our community meet their full potential.

- Individual, couples, and family counseling
- In-person services
- Teletherapy
- Services to Afghan Survivors Impacted by Combat
- Group therapy and support groups
- Trauma-focused treatment
- Parent-child therapy for families with children ages birth to 5
- Play therapy
- Training and psychoeducational workshops
- LGBTQIA+ affirming therapy
- School anti-bullying groups



## OLDER ADULT & COMMUNITY SERVICES

2023 FISCAL YEAR

**763**

*older adults served*

**28%**

*of agency clients were older adults*

**3,729**

*services provided to older adults*

*“I was in a bad place before I received help from JFCS. It was a life-or-death situation. I was in danger of losing my housing because of rent. Because of JFCS, I was able to pay my rent and learn about financial planning to help me never face that problem again. I am forever grateful for the help and support I have received. Thank you from the bottom of my heart!”*

JFCS's older adult services are centered around helping the aging community by connecting clients with supportive services and a friendly ear. By providing a multitude of services, from care management and case management, financial assistance, and durable medical equipment to programs designed to combat social isolation, we empower older adults to live well at home and continue participating in our community. One of JFCS's hallmark programs is our services for Holocaust Survivors who not only receive support but share their experience and wisdom to enrich the lives of those in Southern Arizona.

- Care management
- Housing and caregiving referrals
- Services for Holocaust Survivors
- Ethical Wills
- Durable medical equipment
- Financial assistance and education
- Companionship
- Fiduciary services



2023 FISCAL YEAR

**622**

*Jewish individuals served*

**4,280**

*services provided to Jewish Individuals*

**90,746**

*hours of home care services for Holocaust Survivors*

*“The support of JFCS helped my family celebrate the holidays this past year. Project Shalom helped make my family’s holidays brighter and happier. The gift baskets made a huge difference in our lives. We appreciate all the thought and care that went into making our holidays a magical experience. We are forever grateful.”*

JFCS programs for the Jewish community provide a range of services throughout the state. From cancer support to caregiving for Holocaust Survivors to family counseling, JFCS is dedicated to providing support that enriches and strengthens the Jewish community. New this year, through Project Shalom, JFCS has offered holiday gifts and friendly visits to Jewish older adults. Sharing Jewish holidays with volunteers connects these individuals to the wider community and gives us a chance to experience Jewish traditions together.

- Jewish Elder Access
- Holiday Programs (Matza & More, Mitzva Magic, Kosher Turkeys, Project Shalom)
- Trusted Advisors Program
- Jewish Emergency Financial Assistance
- Services for Holocaust Survivors
- CHAI Circle cancer support group
- LEAH support group for victims of domestic violence
- Counseling for children and families at the Tucson Hebrew Academy
- Synagogue services
- Jewish indigent burial assistance and coordination



## REFUGEE SERVICES

2023 FISCAL YEAR

**222**

refugees served

**83%**

of employable refugees secured jobs

**100%**

of refugee children enrolled in school

*“My family and I fled from the Democratic Republic of the Congo because we were afraid for our lives. We arrived in Tucson scared and unsure. Within a few hours of landing, the JFCS refugee resettlement staff welcomed us and helped us to start to figure out our new lives. The staff helped us find an apartment, enroll in community college courses, and arranged for our children to start school. Life in the United States is very different from what we were used to, and JFCS helped us become more acclimated to this new world. We greatly appreciate all of the help and support that we have received.”*

For the past three years, JFCS has provided wrap-around refugee resettlement services to newly arriving people from all over the world. Our program has increased the number of refugees we serve by almost 50% in the past year. Through our partnerships with HIAS, the global Jewish organization for refugees, and the Arizona Refugee Resettlement Program, we ensure that people have the tools and resources necessary to thrive in Southern Arizona.

- Refugee Resettlement
  - Housing
  - Access to public benefits and community services
  - School enrollment
  - English classes
- Employment support for financial self-sufficiency
  - Financial literacy training
  - Digital literacy training
  - Resume building
  - Mock job interviews
- Transportation assistance
- Assistance to Ukrainians who fled war
- Services to Cuban and Haitian entrants
- Intensive case management for the medically fragile and others with critical needs



## DIVORCE RECOVERY

2023 FISCAL YEAR

# 137

adults and children served

# 48

Spanish-speaking individuals served at the YWCA

# 162

support group hours

*“This was a great opportunity for my kids and me to work through the divorce process. It is difficult to get kids to understand and talk about the different emotional changes. It helped me to learn to communicate in different ways and to help my kids and myself deal with everything that comes with a divorce. I felt that I was not alone, which before I did. Keep providing these services, my kids and I truly appreciate all the help.”*

Divorce Recovery has been serving the local Tucson community for over 40 years. For those going through a divorce or separation, the program offers volunteer-led support groups by those who have experienced the trauma and challenges of divorce themselves. The ending of a relationship often causes emotional stress, anxiety, loneliness, and financial strain. The support that Divorce Recovery offers to those facing the emotional and fiscal realities of life after divorce or separation is crucial for healing and processing this transition journey. Our family group gives children a voice and reaffirms their feelings, and our adult groups help combat loneliness by giving a sense of community and hope for the future.

- Divorce Recovery I and Divorce Recovery II weekly group sessions
- Children of Divorce and Changing Families Support Groups
- Financial First Aid
- Education for Life



# FINANCIAL WELLNESS

2023 FISCAL YEAR

**\$197,127**

*in rental, grocery, and utility assistance*

**52%**

*of assistance went to Jewish individuals*

**47**

*individuals received financial wellness coaching*

*“I was in a situation that I did not want to be in. I didn’t know where my money went each month, and I never had enough to buy food. I enrolled in JFCS’s Financial Wellness program, which helped me learn how to organize bills and recognize where my money was going. I also learned how to start saving a little. I even created my own budget and have opened a savings account. I don’t know where I would be if I didn’t have all of the help and support of the JFCS team. Thank you!”*

Families facing utility shut-off or eviction know they can call JFCS. With the cost of living increasing dramatically across our community and our country, we continue to work hard to serve as many of our neighbors as we can through direct financial assistance and financial wellness coaching. In the past fiscal year, JFCS distributed almost \$200,000 to help keep the lights on and the water flowing in households across Tucson.

Financial Wellness programming offers case management, direct financial assistance, and financial literacy resources to holistically improve financial outlooks for the most vulnerable people in our community. Financial Wellness staff work one-on-one with clients and offer a compassionate partner for working through challenging financial situations, and to support financial sustainability into the future.

- Curriculum-based, trauma-informed financial wellness and coaching
- Rent and mortgage assistance
- Utility assistance
- Grocery assistance



## CHILD ABUSE PREVENTION, INTERVENTION & EDUCATION

2023 FISCAL YEAR

**157**

vulnerable  
children referred

**122**

families  
served

**1,994**

home-based  
services

*“The help and services that I received at JFCS are life-changing on so many levels. I received help for mental health support, housing services, and more. But the most important was the Family Connections referral, which is a must-have service for anyone who wants to be successful in improving their personal life and in winning their Department of Children Services (DCS) case. My own case worker was wonderful. They treated me with respect and really got to know who I am at my core to help me. They were available anytime I had a question or just needed to talk. Before my Family Connections referral, it felt like I had no direction in my DCS case and felt that it was not progressing. My caseworker changed those feelings of despair and helplessness. I have learned more from them than anyone else that I have worked with during my three-year case. This referral program and the case worker support are essential to a person’s success.”*

Through our child abuse and neglect prevention programs, parents are taught new ways to interact with their children to heal broken relationships and ensure stabilization. The families we work with have often experienced significant traumas that have negatively impacted their relationships. Our staff meets families “where they are at,” regardless of their circumstances, to empower them to form new patterns and utilize new skills in their own homes. By providing these crucial in-home services, our programs help families thrive.

- In-home behavioral intervention for families involved with the Department of Child Safety
- Curriculum-based parenting skills and coaching for parents
- Therapy for children ages birth to 5 and parents involved with Family Drug Court



*Program Staff*

## Program Spotlight

### Services to Afghan Survivors Impacted by Combat Program

Last year, we were fortunate to receive special funding from the Federal Administration for Children and Families to provide support services to Afghans who have entered the U.S. through Operation Allies Refuge/Operation Allies Welcome and have been impacted individually or as a family by the effects of combat.

Afghans face a myriad of daunting challenges when settling into life in the U.S. In addition to coping with the stress and trauma of what they experienced in Afghanistan, they must address their basic needs such as finding housing and employment, schooling for children, and health care. Coupled with this, the U.S. government's systems and laws, cultural mores, and behaviors are new. They may experience "culture shock" when encountering different gender roles, family structures, religions, and ethnic or racial groups.

Our program helps Afghan clients and families meet their practical and emotional needs and adapt to living in the U.S. The program employs a highly experienced, committed, and culturally sensitive team that includes three Afghan staff who are fluent in the major Afghan languages, such as Dari and Pashto. These staff members have faced similar challenges and work hard to create a welcoming and supportive environment for our Afghan families.

*As an Afghan immigrant who arrived in the U.S. under Operation Allies Welcome / Operational Allies Refuge, I have firsthand knowledge of the needs specific to this population of Afghan immigrants. Alongside my two Afghan colleagues, who share similar experiences, we support eligible Afghans through this program, addressing the challenges they face and facilitating their long-term adjustment in the U.S.*  
– Case Coordinator

Events are held that are open to the greater Afghan community and public to foster networking, provide social support, and increase understanding of Afghan refugees and culture. Kite running, Afghan celebrations, and the Afghan arts and crafts showcases are some examples of these events that clients have appreciated. These events have benefited our clients in many ways.

These events have benefited our clients in many ways. As one client explains,

*During my first year in the USA, I experienced a lot of stress, economic difficulties, and tough days. It was challenging to find a program that could assist me during these times. Luckily, I came across this program at a World Refugee Day event, and I was impressed by the quality of their services and the social activities they organize to welcome people like me. After enrolling in the program, I no longer felt alone, celebrating our national days and organizing events like the Kite Running Festival and Shab-e-Yalda. They connected me to community resources and even helped me pay my rent. Thanks to [the] team at JFCS, I feel more supported and less stressed.*

Health and wellness are key themes of the Services to Afghan Survivors Impacted by Combat program that are designed to weave in Afghan culture and strengths. The program provides case management and coordination between the client's refugee resettlement agency and community partners. It also provides care coordination and referrals to Tucson Medical Center physicians trained in Afghan cultural sensitivity. JFCS's case workers and clinicians are all trained in cultural sensitivity, as well as trauma-informed practices and counseling approaches. Trauma counseling is available for adults, adolescents, children, couples, and families. Gender-specific support groups that are tailored to women and men focus on the refugee journey using art expression.

As one client shared,

*We all need to have supportive people around us who truly care about our well-being, and I discovered such a program at JFCS. They created a warm and welcoming environment that felt like home, offering social activities and commemorations of Afghan national holidays and various services such as digital and financial literacy training, connections to community resources, and financial assistance. Thanks to the JFCS team.*

The program staff connects and partners with other refugee-serving organizations and community groups to create awareness of the program, and to expand the breadth of services it can offer to its clients. In the last year, it has conducted outreach to numerous organizations, and it has active partnerships with the following: Owl and Panther, Lutheran Social Services, International Rescue Committee, Behavioral Health Refugee Immigrant Service Providers, DKA Jobs, Tucson Police Department, Afghan Support Center of Tucson, Catholic Social Services, and Tucson Refugee Ministry. The program has made solid connections with local Afghan community leaders and academics affiliated with the University of Arizona. These experts have helped the staff increase their knowledge and skills in addressing the more complex cultural, socio-economic, and legal issues that clients may face as they adjust to living in Tucson and the United States. Job training, seeking employment, and financial literacy are often foremost on clients' minds so they can become economically self-sufficient. To support clients in this way, another important partnership has been established with a local job development organization called DKA.

As the CEO and founder of DKA describes,

*Our collaboration involves JFCS referring Afghan survivors impacted by combat to DKA for employment training and job development services. Many of these members have been participating in our work adjustment program, where they get hands-on, paid training in digital archiving, reception, custodial, customer service, and logistics, as well as computer skills classes, interview preparation, resume development, and career counseling. Several members have already completed training, have been hired, and are working at competitive jobs in the Tucson community. This is a beneficial relationship for JFCS, DKA, and the people we serve; We are proud of this affiliation and partnership.*

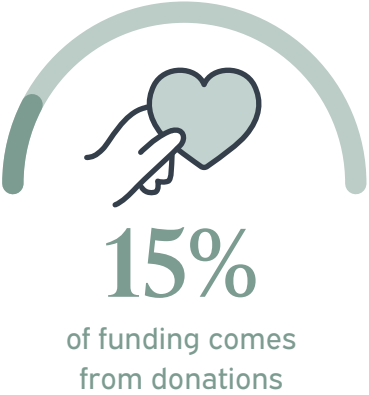
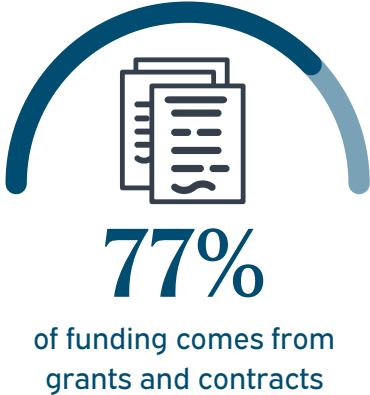
The program has ended its first year with many accomplishments and successes that are documented through another partnership established in year one with LeCroy & Milligan Associates who serve as the grant program evaluators. This team continues to work closely with JFCS and its clients to interview and learn about their experiences in the program. Overall, through year one, JFCS currently serves over 50 Afghans with its core services. Staff are constantly seeking and generating creative ways to serve clients, from using more social media and digital communications to fostering more partnerships with organizations that serve youth and young adults.

The following quote from a client simply sums up what the program does and its positive impact.

*I was trying to find peer support, during the (Afghan refugees support event), I found such a valuable program with an environment that felt like home and offered various services like one-on-one digital and financial literacy training, connections to community resources, financial assistance, and even helped me find a job. Thanks to JFCS.*

# Financial Highlights 2023

## Where Our Funding Comes From

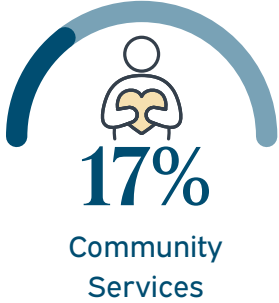
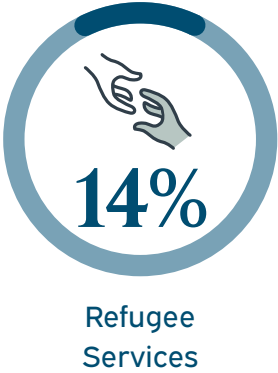


- Grants & Contracts \$6,994,141
- Donations \$1,313,254
- Other Revenue \$759,009

## How We Use Our Resources



- Services - \$7,804,372
- Administrative Support - \$1,120,779
- Marketing & Development - \$274,198





## **Our Mission**

We help all people meet their full potential by providing expert community and behavioral health services.

## **Our Vision**

We aspire to empower all people to overcome challenges, contribute to the community, and feel respected and valued.

## **Our Values**

We are guided by the Jewish values of healing the world (tikkun olam) with loving kindness (chesed) as we strive to make the world a more just place for all (tzedek).

## Thank you to our partners for making our work possible.



JFCS is a proud partner of Jewish Philanthropies of Southern Arizona



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