

Board Member Manual 2024-2025

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Part One: Introduction to Serving on the JFS Board of Directors

2024 - 2025 JFS Board Meeting Schedule

Month	Date	Time	Location
September 2024	Thurs, 9/26	6:30pm-8:30pm	JCC Conference Room
November 2024	Thurs, 11/21	6:30pm-8:00pm	JCC Conference Room
December 2024*	Thurs, 12/12	TBD	Zoom
February 2025	Thurs, 2/27	6:30pm-8:00pm	JCC Conference Room
March 2025	Thurs, 3/27	6:30pm-8:00pm	JCC Conference Room
May 2025*	Thurs, 5/29	6:30pm-8:00pm	JCC Conference Room
June 2025*	Thurs, 6/26	5:00pm-7:30pm	TBD

NOTE: There is generally no meeting during the months of July and August.

Months marked with an asterisk:

- December 2024 – Special meeting to approve the budget.
- May 2025 – Generally, a special meeting to approve Audit.
- June 2025 – Board meeting then Annual Meeting/Dinner (subject to change)

Prior to each Board Meeting, please:

- Email the CEO, Renna Van Oot at rvanoot@jfsdelaware.org and Board President, Peter Hurd at peterhurd10@gmail.com if you are unable to attend.

Note: Board members are expected to attend all meetings; no more than 3 meetings may be missed in a year.

- Review meeting minutes, monthly financials, and other materials sent in advance and bring them with you to the meeting.
- Contact the Board President with any questions, concerns, and/or ideas for discussion.

2024-2025 Dates to Remember
Agency Closings for Holiday Observances

Holiday:	Date(s) Observed/Offices Closed:
Labor Day	Monday, September 2
Rosh Hashanah	Thursday, October 3 Friday, October 4 (Holiday begins at sundown Wed, Oct 2)
Yom Kippur	Friday, October 11 (Holiday begins at sundown)
Thanksgiving	Thursday, November 28 Friday, November 29
Christmas Eve	Tuesday, December 24
Christmas Day	Wednesday, December 25
New Year's Day	Wednesday, January 1, 2025
MLK Day	Monday, January 20
Passover	Friday, April 11 (Holiday begins at sundown)
Memorial Day	Monday, May 26
Juneteenth	Thursday, June 19
Independence Day	Friday, July 4

About JFS Delaware

- ▶ **Mission:** To strengthen individuals, families, and the community by providing counseling and support services.
- ▶ **Vision:** A mentally, physically, and emotionally healthy community in which each person has equal access to high-quality support and the resources they need.
- ▶ **Promise:** We provide comprehensive support regardless of religion, race, socio-economic status, sexual orientation, gender identity, disability, or special need.
- ▶ **Our Values:** JFS has the unique privilege of representing the justice, compassion, and loving kindness of the Jewish people to the broader community. Many JFS clients are not Jewish, but **all of them learn what it means to be Jewish:** the beauty of our traditions, the strength of our commandments, and our commitment to *tikkun olam*, building a better world. Here are the values that guide our work:
 - working toward “repairing the world”
 - creating justice in the world
 - treating others with dignity, compassion, and kindness
 - providing care and assistance to others

Our History

In 1899, a visionary group of Jewish leaders from Wilmington embarked on a journey to improve people's lives in the community. Originally named the Hebrew Charity Association, the organization's early mission was clear: to alleviate the suffering of unfortunate members of our Jewish community; to assist them to become self-supporting; to act as a peace committee to adjust the differences among member of the Jewish community; and to perform all such duties as may come before us in the name of charity.

In November 1930, the Hebrew Charity Association was incorporated, comprising 17 signatories who met regularly in an office at the corner of Eighth and Orange Streets in Wilmington. Under the 23-year leadership of Morris Levy, the organization achieved great stability, touching lives through financial, legal, and medical aid.

With an interdisciplinary and innovative approach, we combine talent, expertise, and leadership to make our robust therapeutic support services available to everyone.

We assist families through life transitions, help youth and children grow stronger, and ensure the safety and dignity of older adults.

Services had expanded dramatically by the 1960s, and the agency's name was changed to Jewish Family Service of Delaware. In 2005, the agency again changed its name to Jewish Family Services of Delaware.

JFS continues to evolve to this day, yet its core mission has never changed: to provide counseling and support services which strengthen the well-being of the individual, family, and community, based on Jewish values.

Growing steadily over many years, JFS now provides services that impact more than 3,000 Delawareans annually. We offer services in our facilities in Wilmington and Lewes, as well as in local elementary schools, shelters, a subsidized senior housing facility, via telehealth, and in individual homes. As the agency's physical presence in office and community settings has continued to grow, so has our staff, increasing as the agency builds capacity for outreach to the most vulnerable families.

99 Passmore Road
Wilmington, DE 19803
302-478-9411

20684 John J. Williams Hwy, Ste 4
Lewes, DE 19958
302-827-6040

261 Chapman Rd., Ste 103
Newark, DE 19702

Website: www.jfsdelaware.org

Facebook: Jewish Family Services of Delaware (@JFSDE)

Instagram: @JFSDelaware

LinkedIn: Jewish Family Services of Delaware

Articles of Incorporation

State of Delaware

PAGE 1



Office of Secretary of State

I, MICHAEL HARKINS, SECRETARY OF STATE OF THE STATE OF DELAWARE DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF RESTATED CERTIFICATE OF INCORPORATION OF JEWISH FAMILY SERVICE OF DELAWARE, INC. FILED IN THIS OFFICE ON THE FOURTEENTH DAY OF JUNE, A.D. 1989, AT 9 O'CLOCK A.M.

1 1 1 1 1 1 1 1 1 1



891650097


Michael Harkins, Secretary of State

AUTHENTICATION: 12222251

DATE: 06/15/1989

State of Delaware
Secretary of State
Division of Corporations
Delivered 08:00 AM 07/25/2005
FILED 08:00 AM 07/25/2005
SRV 050610268 - 0291619 FILE

**STATE OF DELAWARE
CERTIFICATE OF AMENDMENT
(A CORPORATION WITHOUT CAPITAL STOCK)**

The corporation, Jewish Family Service of Delaware, Inc.,
organized and existing under the laws of the State of Delaware, hereby certifies as
follows:

(1) That at a meeting a vote of the members of the governing body was taken
for and against the amendment to the Certificate of Incorporation, said Amendment being
as follows: "FIRST: The name of the Corporation is, Jewish
Family Services of Delaware, Inc."
"SECOND: The name and address of the registered agent in Delaware
is Jewish Family Services of Delaware, Inc. 99 Passmore Road,
Wilmington, New Castle, Delaware, 19803"

(2) That said amendment was duly adopted in accordance with the provisions of
Section 242 of the General Corporation Law of the State of Delaware.

IN WITNESS WHEREOF, said corporation has caused this certificate to be
signed this 8 day of July, A.D. 2005.


By: Stephen Tanny

Authorized Officer


Name: Stephen Tanny

Print or Type

IRS 501(C)(3) Status Non-Profit Determination Letter

 **IRS** Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248323016
Dec. 30, 2011 LTR 4168C E0
51-0097026 000000 00
00045281
BODC: TE

 JEWISH FAMILY SERVICES OF DELAWARE
INC
99 PASSMORE DR
WILMINGTON DE 19803-1548

002768

Employer Identification Number: 51-0097026
Person to Contact: Yvette Davis
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Dec. 20, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in September 1941.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section 509(a)(2).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

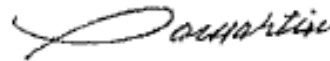
Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0248323016
Dec. 30, 2011 LTR 4168C E0
51-0097026 000000 00
00045282

JEWISH FAMILY SERVICES OF DELAWARE
INC
99 PASSMORE DR
WILMINGTON DE 19803-1548

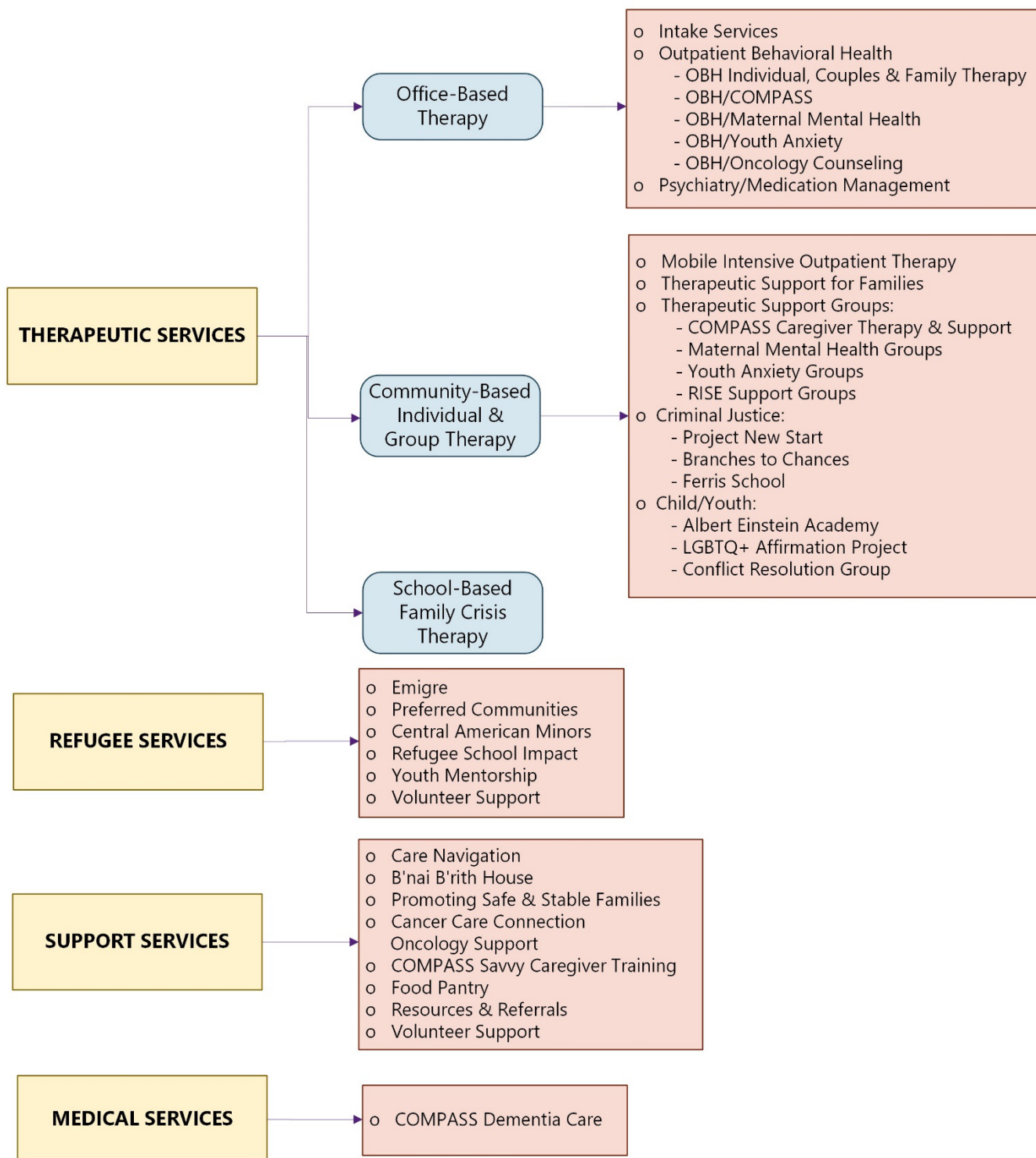
If you have any questions, please call us at the telephone number
shown in the heading of this letter.

Sincerely yours,



S. A. Martin, Operations Manager
Accounts Management Operations

Our Services



Program Descriptions

THERAPEUTIC SERVICES

Office-Based Therapy

At the core of JFS' therapeutic programming is our Outpatient Behavioral Health department. This department offers a comprehensive array of counseling services delivered at all office locations and through secure telehealth. Licensed clinicians utilize evidence-based interventions and person-centered treatments to help individuals, couples, and families address issues a variety of mental health disorders. Psychiatric providers support the attainment of therapeutic goals with medication management when appropriate.

- **Category: Mental Health**
- **Service Population:** Children, youth, adults, and seniors
- **Specialties include, but not limited to:** Anxiety, depression, maternal mental health, caregiver stress, LGBTQIA+, oncology, and trauma
- **Referrals:** Open to the public; referrals welcome
- **Funding:** Insurance reimbursement (Commercial/Private, Medicaid & Medicare), EAP plans, self-pay, and grants from government agencies, non-profit organizations and private foundations.

Community-Based Therapy

Mobile Intensive Outpatient Therapy

Master level therapists work in the community and client homes providing Mobile Intensive Outpatient Therapy (IOP) and Therapeutic Support for Families (TSF). This level of intervention is designed to help youth avoid acute and intensive levels of care by staying on track with their treatment plan and may include referrals for office-based therapy.

- **Category:** Mental Health
- **Service Population:** Children, youth, and their families
- **Referrals:** DCYFS' Division of Prevention and Behavioral Health (PBH)
- **Funding:** Contract with the Division of Prevention and Behavioral Health (PBH)

Ferris School for Boys

Court-committed boys ages 13-18 and their families receive therapeutic support to learn coping skills, resolve challenges associated with mental and emotional health, and reduce recidivism.

- **Category:** Mental Health
- **Service Population:** Court-committed males at Ferris School and their families
- **Referrals:** The psychologists at Ferris School make direct referrals to JFS; no outside referrals.

Funding: Contract with the Division of Prevention and Behavioral Health (PBH) Community-Based Therapeutic Support Groups

Master level therapists lead specialized, community-based group therapy in settings such as community centers, partner organizations, libraries, etc. Curricula and frequency vary based on program. Current groups include Affirmation Project (LGBTQIA+), Branches to Chances (nonviolent

offenders), COMPASS Caregiver Therapy & Support Group, Maternal Mental Health, Project New Start (violent offenders) and Youth Anxiety.

- **Category:** Mental Health
- **Service Population:** Justice-involved adults; caregivers of loved ones with dementia; LGBTQIA+ youth and their parents/guardians; refugees; and pregnant and postpartum women
- **Referrals:** Some support groups are open to the public while others have been developed in collaboration with a community-based partner who refers clients.
- **Funding:** May be funded via a specific partnership or grant or self-funded

Family Crisis Therapy (School-Based)

Through our contract with Delaware’s Division of Prevention and Behavioral Health (PBH), JFS provides individual and family support to students in three New Castle County elementary schools: Silverlake, Shortlidge, and Carrcroft.

- **Category:** Mental Health
- **Service Population:** Students and their families who attend one of the three participating schools, typically at or below the poverty line, receiving Medicaid, and under-resourced.
- **Referrals:** Accepted only by participating schools.
- **Funding:** Contract with the Division of Prevention and Behavioral Health (PBH)

Sonia Schorr Sloan Maternal Mental Health Program

With both office- and community-based support groups as well as individual therapy, the Maternal Mental Health Program provides effective, evidence-based psychotherapy, resources, and support for women experiencing perinatal mood and anxiety disorders.

- **Category:** Mental Health
- **Service Population:** Pregnant and parenting women with perinatal mood and anxiety disorders; under-resourced individuals including women without private insurance.
- **Referrals:** Open to the public; referrals welcome. ChristianaCare Center for Women’s Emotional Wellness & Nemours Children’s Health System are lead referral partners.
- **Funding:** Private grants & individual philanthropy

Youth Anxiety Program

Anxiety in youth and teens has doubled since the onset of the pandemic and is one of the most common mental health challenges leading parents to seek support for their children. JFS’ evidence-based Youth Anxiety Program helps participants learn to reduce symptoms and rebuild their confidence.

- **Category:** Mental Health
- **Service Population:** School-aged youth in grades K-12 with anxiety disorders and their parents or caregivers
- **Referrals:** Open to the public; referrals welcome.
- **Funding:** Private grants & individual philanthropy

SUPPORT SERVICES

B'nai B'rith House (BBH) Resident Services & Care Management

JFS 'Resident Senior Coordinator is on-site full-time at this HUD housing unit serving older adults and adults with disabilities. The RSC provides care management and socialization opportunities for the residents along with assistance applying for benefits and needed services.

- **Category:** Support Services
- **Service Population:** Low-income older adults and adults with disabilities
- **Referrals:** Only available to BBH Residents
- **Funding:** Contract with First Harford (HUD Housing Property Management)

Care Navigation for Older Adults & Adults with Disabilities

Personalized, professional geriatric care management is provided to older adults and their caregivers, including in-home assessment & wellness monitoring, medical advocacy, companionship, and transportation.

- **Category:** Support Services
- **Service Population:** Well-resourced older adults and their caregivers
- **Referrals:** Open to the public; referrals welcome.
- **Funding:** Private pay, insurance reimbursement, Longwood Foundation

Cancer Care Connection Oncology Support

This free, phone-based service helps cancer patients and their caring circle reduce cancer-related distress through coping assistance, coaching services, and guidance to find resources and information needed to overcome obstacles and obtain the best possible outcome.

- **Category:** Cancer related psychosocial support services
- **Service Population:** Cancer patients, caregivers, family members, friends, and other loved ones
- **Referrals:** Open to the public; referrals welcome.
- **Funding:** Contract with State of Delaware, funded through the Delaware Health Fund.

Promoting Safe & Stable Families (PSSF)

Contract with Delaware's Department of Services for Children, Youth and Their Families (DSCYF) and Prevention and Behavioral Health (PBH) to provide case management support to families with children under the age of 18 to help them achieve goals & self-sufficiency.

- **Category:** Support Services
- **Service Population:** Families with children under the age of 18 in the home, typically low-income, single-parent families receiving Medicaid and other state benefits
- **Referrals:** Referrals welcome (contingent on eligibility criteria and caseload capacity)
- **Funding:** Contract with DSCYF & PBH

Food Pantry

Non-perishable food and help with SNAP applications is available to JFS clients to help them combat food insecurity.

- **Category:** Support Services
- **Referrals:** Only available to JFS clients in good standing
- **Funding:** Food Bank of Delaware, individual philanthropy, partner sponsorships

REFUGEE SERVICES

Refugee Integration Support Effort (RISE)

Our RISE team provides case management support to new Americans, including job training, enrollment in ESL classes or school (Émigré); intensive case management for vulnerable refugees with complex needs (Preferred Communities); and refugee youth support services (Refugee School Impact, Youth mentoring, and Central American Minors).

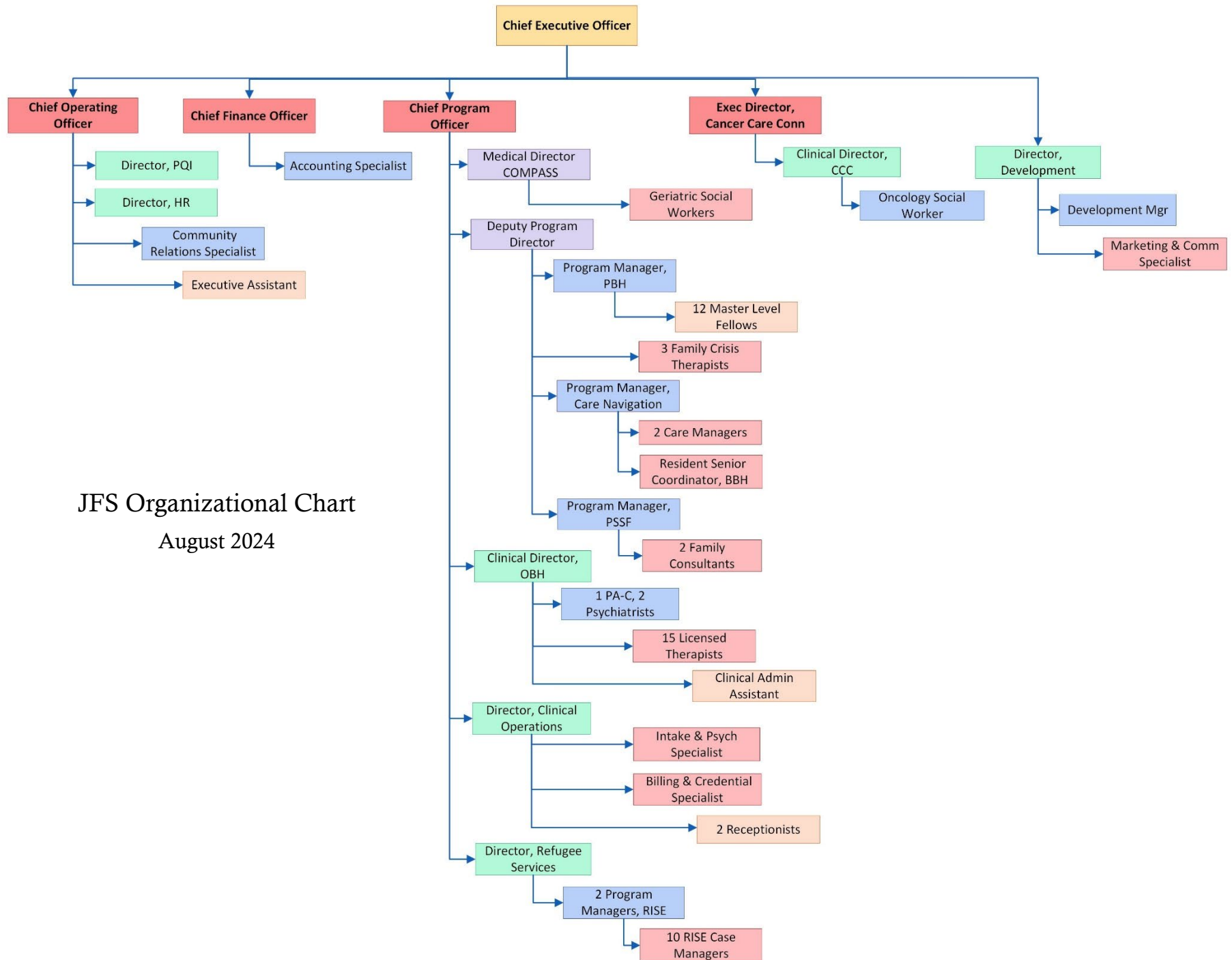
- Category: Refugee Services
- Service Population: Newly arriving and vulnerable refugees, refugee youth, and Émigré clients who have been resettled – includes youth, single adults, couples, and families.
- Referrals: Referrals from the State of Delaware and HIAS
- Funding: Contracts with HIAS (for refugees) & State of DE (for Emigré); individual philanthropy

MEDICAL AND PSYCHOSOCIAL SUPPORT SERVICES

COMPASS (Dementia Care & Caregiver Support)

A consultative, medical-social approach to memory care, including dementia-specific medical care for individuals with dementia and critical social support for their caregivers and family members. Our interdisciplinary team includes social workers, nurses, & support staff, led by a geriatrician.

- Category: Medical and Psychosocial Support Services
- Service Population: Older Adults with Medicare and their caregivers, typically well-resourced
- Referrals: Open to the public; referrals welcome. (May depend on caseload)
- Funding: Longwood Foundation, Insurance Reimbursement, Private pay (caregiver fee)



JFS Organizational Chart
August 2024

Meet Our Executive Leaders

Renna Van Oot, JD, MSS, MLSP

Chief Executive Officer

Karen “Renna” Van Oot is a dynamic and versatile professional with over 30 years of experience in the development, growth and leadership of government, non for profit and business organizations. She has expertise in nonprofit management with emphasis on strategic planning and organizational restructuring and is knowledgeable in a breadth of nonprofit related issues. She brings a talent for building and maintaining strong business and community relationships.

Renna graduated from the University of Delaware with a degree in psychology and went on to Bryn Mawr Graduate School of Social Work and Social Research for both a Master of Social Service and a Master of Law and Social Policy. Later in her career, she attended Widener Law School (now Delaware Law School) and obtained her Juris Doctor. Renna has served on numerous boards, and currently is on the board of YWCA Delaware.

Renna is passionate about serving the community through nonprofit mission-based work. She also enjoys traveling, music, and learning about other cultures. Renna grew up and worked predominantly in northern Delaware and the metropolitan Philadelphia region, and now resides in Chester County, Pennsylvania.

Jill Taylor, BS

Chief Operating Officer

Working closely with JFS leadership, Jill oversees the day-to-day administrative and operational functions of the Agency. She is responsible for designing operations strategies and implementing company policies and procedures as well as for all areas of agency administration including human resources management, payroll and bookkeeping, company benefits, and workflow management.

Jill is a graduate of the University of Delaware with a bachelor’s degree in human resources. Prior to joining JFS in 2017, Jill spent a good portion of her career in the public sector working with accounting agencies as Firm Administrator.

In her free time, Jill enjoys playing as much golf as she can and spending time with her husband, two children and two stepchildren.

Sophie Marie Namugenyi, LCSW, CAADC

Chief Program Officer

As the Chief Program Officer for JFS Delaware, Sophie is responsible for therapeutic clinical services and case management programs; she works closely with JFS’ leadership to develop strategies for the staff and the programs/services provided to meet the evolving needs of the community. Sophie is a Licensed Clinical Social Worker (LCSW) and is passionate about cognitive and behavioral therapy impacts on families/individuals who have experienced trauma, are going through transitions, or managing crisis & emergency situations.

Sophie earned her master’s degree in social work from the University of Maryland with an undergraduate degree in Community Health from the University of Florida. She has spent over 12 years in the nonprofit sector—six of which have been spent with JFS—and is currently enrolled in a doctoral program focusing on leadership in social administration. A passionate and organized leader, Sophie also serves as the Chair of JFS’ Equity, Diversity & Inclusion Committee, fostering a culture of ethical awareness and dedication to continuous improvement among the staff.

Sophie is mother to two biological sons and two stepsons. She is originally from Uganda, East Africa, grew up in Gainesville, Florida, and is now a proud Delawarean.

Lisa Brooks
Chief Finance Officer

Lisa Brooks is the Chief Financial Officer for JFS Delaware. She is responsible for financial reporting and presentation, budget preparation, grant monitoring, and recurring accounting responsibilities.

Lisa has over 25 years of experience in accounting and finance, most of which is in the financial services industry. She has a BS in Accounting and an MBA both from the University of Delaware. She's also a Certified Public Accountant, Certified Management Accountant, and Certified in Financial Management.

In her free time, Lisa enjoys dabbling in the hair care industry and staying on top of the latest Marvel Cinematic Universe (MCU) and Star Wars projects with her son Ryan.

Janet Teixeira, MSS, LCSW
Executive Director, Cancer Care Connection (a JFS affiliate)

A Licensed Clinical Social Worker with over 20 years of oncology experience, Janet attended Bryn Mawr's Graduate School of Social Work and Social Research. She attended graduate school as part of her transition from a corporate career at Fortune 100 companies; her experience during the early years of her career provided background in finance, sales, administration, and customer service – all of which serves her well in her current position. Janet joined Cancer Care Connection in 2000 and was involved every step of the way in bringing the newly formed organization to life.

Janet is passionate about inspiring and motivating others to achieve their best possible outcome, particularly as it relates to their health and wellbeing. Her work is informed through her study of mind-body medicine, behavior change models, and neuroscience. She has presented at national conferences, provided self-care training for health care professionals and corporate and nonprofit employees, and individually coached many colleagues in her role as Executive Director.

In her spare time, Janet enjoys training and performing in ballroom dancing, working with a personal trainer, traveling (especially to France), cooking healthy and sometimes decadent meals, reading fiction and nonfiction, watching addictive series on Netflix and Amazon Prime, having FUN and especially spending time with her family and friends.

What Does JFS 'Board of Directors Do?

AUTHORITY		POLICY ADMINISTRATION	
Board of Directors: <ul style="list-style-type: none"> Responsible for Agency oversight Responsible for Agency strategy including Strategic Plan Establishes agency goals and budget for carrying out organizational strategy, vision, and mission Approves annual operating objectives Maintains control by reviewing and measuring operational results 	Standing Committee: Executive <ul style="list-style-type: none"> Serves as leadership of the Board Oversees the Board Engagement Committee Conducts Board business outside of regular meetings and communicates with the Board about any changes or updates 	Board of Directors: <ul style="list-style-type: none"> Reviews, edits and approves written governing policies that ensure the effectiveness of organizational planning and adequate resources Reviews, edits and approves agency policies presented to the Board Ensures legal and ethical integrity Specifies how the Board conceives, carries out, and monitors its own tasks 	Standing Committee: Executive <ul style="list-style-type: none"> Prepares written policies for review, comment, and revision by the Board and brings to a vote
ACCOUNTABILITY		EVALUATION	
Board of Directors: <ul style="list-style-type: none"> Through the Board President, oversees the affairs of the agency Adheres to DE state corporate laws Adheres to matters of federal and state legislation affecting nonprofit organizations Individual Board members provide high level advice to decision-makers in all major areas 	Standing Committees: Executive, Finance, & Audit <ul style="list-style-type: none"> Works with the CEO and lead staff to ensure compliance with agency policies, procedures, and by-laws as well as state, local, and federal rules 	Board of Directors: <ul style="list-style-type: none"> Provides oversight of the CEO and holds the CEO accountable for Agency performance Provides annual evaluation of CEO's performance and compensation Monitors & strengthens programs with data, needs assessments, and financial information from the CEO Annually assesses potential areas of risk to the Agency, including potential hazards, assets at risk/vulnerabilities, and impacts At the direction of the Board President, assesses Board performance 	Standing Committee: Executive <ul style="list-style-type: none"> Regularly reviews the CEO activity, decisions, and performance against expected CEO job output Prepares and presents a performance report of the CEO to the Board for discussion Works with the CEO to present the board with a report on JFS programs Offers insight to the Board for purposes of agency direction and sustainability Meets during the months when there are no Board meetings to conduct other business that may arise

FINANCE		AUDIT	
Board of Directors: <ul style="list-style-type: none"> • Has a fiduciary duty to ensure financial viability of the Agency • Annually reviews and approves the operating budget as presented by the Finance Committee • Establishes financial controls, including policies and procedures to prevent errors and fraud, that ensure the overall health of the Agency and promote a culture of accountability • Ensures the Agency has sufficient cash flow to pay its operating expenses in a timely manner • Ensures that the Agency's financial resources are being used and handled responsibly and in accordance with the financial controls. • Provides oversight of compliance matters (e.g., with Federal, State and Local regulators) 	Standing Committee: Finance <ul style="list-style-type: none"> • Provides financial policy guidance to the Board (shared with the Audit Committee). • Provides oversight and guidance to the CFO for internal financial audits of the Agency, as needed • Reviews and monitors financial reporting and provides summaries to the Board • Helps board fulfill its fiduciary responsibilities and gives board control over the finances of the organization • Works with the CEO and financial staff to monitor finances of the Agency • Reviews and approves operating budget before it goes to the full Board • Presents financial matters to the Board including cash flow and money management issues; monitors debt • Reviews financial implications of strategic plans 	Board of Directors: <ul style="list-style-type: none"> • Reviews, discusses, and votes on approval of annual external audit • Reviews proposed actions presented by the Audit Committee based on audit findings • Follows up with the Audit Committee to ensure that any recommended reporting changes are made 	Standing Committee: Audit <ul style="list-style-type: none"> • Works with the Executive Committee to determine if the audit contract should be bid out • Appoints, compensates, and oversees independent auditors' work • Works with the auditor and Finance Director to set a schedule for the annual audit • Asks questions of management and independent auditors to evaluate audit process • Reviews audit reports from auditors in connection with their findings • Presents completed audit to the Board for approval • Recommends actions to the Board based on audit findings to improve financial reporting and management practices • Provides financial policy guidance to the Board (shared with the Finance Committee) • Provides oversight of compliance matters (e.g., with Federal, State and Local regulators)

BOARD/CEO RELATIONS		PLANNING	
Board of Directors: <ul style="list-style-type: none"> • Overseen by the Board President, selects, monitors, and supports the Chief Executive Officer • Reviews the relationship between the Board and the CEO to assure the partnership serves the best interests of the Agency • Works with the CEO and assigned Board members to recommend, recruit, train, and retain Board members who serve in the best interest of the Agency • First VP ensures the functioning of various committees and task forces 	Standing Committee: Executive <ul style="list-style-type: none"> • Works with Board Engagement Committee to develop the Board, including Board nominations • Works with the President to appoint a Search Committee to recruit a new CEO, as needed Standing Committee: Board Engagement <ul style="list-style-type: none"> • Develops, implements, and reports on Board engagement strategies and training • Recruits and coordinates nomination of new Board members • Maintains term calendar and processes for membership retention, recruitment, and rotation • Updates and maintains Board Members' information and areas of expertise. • Identifies training needs and works with the President and CEO to determine opportunities for Board growth and education. 	Board of Directors: <ul style="list-style-type: none"> • Creates short- and long-term strategic plans and actions to achieve those goals. • Sets up and monitors implementation of strategic plans and actively works on Board-related goals. • Reviews, approves, and allocates resources to develop and support the business continuity plan, policies and activities • Creates emergency and long-term succession plans 	Standing Committee: Strategic Planning <ul style="list-style-type: none"> • Collaborates with Strategy Consultants, Executive Leadership of Staff and Board to establish priorities for JFS based on mission and vision • Oversees the monitoring of both short- and long-term (3-5 years) goals of the Strategic Plan. Develops, reviews, and adapts realistic and impactful milestones and strategies. • Communicates and provides updates to the Board.

32w

FUNDRAISING		PUBLIC RELATIONS	
Board of Directors: <ul style="list-style-type: none"> Ensures successful fund development that is in alignment with the strategic goals of the Agency Establishes overall fundraising goals based on input from CEO and Director of Development Promotes the organization's fundraising efforts Financially supports and participates 100% in fundraising events and annual campaigns Uses skills and contacts to help identify and cultivate potential funders and when required make the ask to the potential funder 	Standing Committee: Finance <ul style="list-style-type: none"> Makes recommendations for overall fundraising goals Tracks the CEO/Director of Development's fundraising plans and progress Standing Committee: Development <ul style="list-style-type: none"> Works with the CEO and development staff to set up strategies and plans for campaigns, grants, events, major donors, and planned giving, etc. Recruits volunteers for help with campaigns and events Stewards Board engagement and encourages a culture of philanthropy in supporting JFS fundraising 	Board of Directors: <ul style="list-style-type: none"> Determines Agency's mission, vision, and purpose Serves as proud JFS ambassadors in the community and at various events, using key talking points established by the Board Interprets and promotes the Agency philosophy in the community Leverages relationships and connections to "open doors" and further the Agency mission. 	Standing Committee: Marketing and Communications <ul style="list-style-type: none"> Provides Board-level oversight and assistance regarding external communications efforts of the Agency to: Better support its programs and mission, and its related marketing, branding and development activities Ensure PR and social media engagement that effectively publicizes the accomplishments and unique capabilities of the Agency Appropriately convey the Agency's policies and objectives when needed, particularly relating to social values, workplace culture and legal compliance

JFS Board Committees 2024-2025

Committee	Members
EXECUTIVE <i>Meets monthly and on an as-needed basis</i> <ul style="list-style-type: none"> Serves in an advisory capacity to the Board and CEO Oversees Board policies and ensures good governance practices 	
FINANCE <i>Meets monthly</i> <ul style="list-style-type: none"> Helps board fulfill its fiduciary responsibilities and gives board control over the finances of the organization. Works with CEO and financial staff to monitor finances of the organization. Reviews and approves operating budget before it goes to the full Board. Presents financial matters to the Board including cash flow and money management issues. Monitors debt. Reviews financial implications of strategic plans. Provides oversight of compliance matters (e.g., with Federal, State and Local regulators). 	
STRATEGY <i>Meets quarterly</i> <ul style="list-style-type: none"> Monitors Strategic Plan set forth in 2023, including milestones and short- and long-term agency goals. Reviews, reassesses, and adapts realistic and impactful strategies and goals to ensure Agency is operating effectively and efficiently. Communicates and provides updates to JFS Board. 	
AUDIT <i>Meets approximately twice a year</i> <ul style="list-style-type: none"> Oversees financial reporting and disclosure, consults with auditors, monitors process around financial reporting and effectiveness of internal controls. Reviews audited financial statements and makes recommendations on the appointment of auditors - including ensuring the independence of auditors. Reviews the 990 	

<p>DEVELOPMENT <i>Meetings are held on a TBD basis</i></p> <ul style="list-style-type: none"> • Supports CEO and JFS in fundraising and development efforts. • Stewards Board engagement in support of fundraising efforts: <ul style="list-style-type: none"> ○ Annual campaign ○ Individual donations, corporate, foundation giving - Growing our general donations ○ Other campaigns • Fundraising Events 	
<p>BOARD ENGAGEMENT <i>Meetings are held on a TBD basis</i></p> <ul style="list-style-type: none"> • Works towards maintaining and ensuring a strong and active Board by developing and implementing strategies, activities, and training to optimize member engagement. • Works with Committee Chairs/VPs and Executive Committee to oversee Board Committee needs and members. • Tracks Board members' terms and members' skills, interests, and experience to assess strengths and gaps in the Board. • Supports new Board members (i.e., orientation). • Nominating Committee: Board Engagement Committee serves as the Nominating Committee <ul style="list-style-type: none"> ○ Maintains an active prospective member list and recruits new members based on needs of the Board and JFS' commitment to diversity. ○ Recommends new members for Board approval. 	
<p>MARKETING AND COMMUNICATIONS <i>Meetings are held on a TBD basis</i></p> <ul style="list-style-type: none"> • Functions as a liaison between the Board and Staff, with the M&C Committee providing strategic guidance and oversight, and the staff implementing and managing the day-to-day marketing activities • Provides strategic direction and oversight for the organization's marketing efforts. • Sets marketing goals and objectives • Reviews and approves marketing plans and budgets • Ensures alignment between marketing activities and the organization's mission and values • Monitors the effectiveness of marketing campaigns and initiatives • Provides guidance and support to staff in developing marketing strategies • Collaborates with staff to identify target audiences and develop messaging 	

Board of Directors Job Description

RESPONSIBILITIES:

To effectively oversee the operation of the organization by participating on at least one of 5 standing committees (Executive, Finance, Development, Board Engagement, Marketing/Communications and Audit) and/or issue-based working group.

AUTHORITY:

To help establish Agency-wide policies, goals, and budget, which provide the framework within which operations must be carried out. Members maintain control by reviewing operations and measuring results and each is a voting member of the organization's Board of Directors.

ACCOUNTABILITY:

Members are elected for a three-year term, during which they attend and participate in regular meetings of the Board, usually held six times per year. They also attend special meetings that may be called to discuss urgent business. As voting members of the Board, they are accountable to:

- the membership, through the President, for oversight of the affairs of the organization.
- the State of Delaware for adhering to state corporate laws.
- the Federal Government in matters of legislation affecting non-profit organizations.

PRINCIPAL DUTIES:

1. Prepare for, attend, and participate in Board meetings. Review the Minutes and agenda sent out prior to each Board meeting and bring your copy to the meeting. Become well-informed on subject matters on the agenda so you can actively participate in Board discussions and decisions.
 - Call the office at 302-478-9411 or email the CEO and Board President regarding your attendance.
 - Board members are expected to attend all Board meetings and may not miss more than three.
 - At least six board meetings will be held between Sept and June.
 - The President is always available to answer any question or concerns you might have.
2. Actively participate on at least one committee or task force.
3. Participate in establishing overall organization goals and approve annual operating objectives.
4. Support the majority decisions of the Board of Directors.
5. Support or promote the organization's fundraising efforts and make personally meaningful financial contributions to JFS as well as the United Way of Delaware and Jewish Federation of Delaware, in line with one's abilities.
6. Interpret and promote the philosophy of the organization, within and without, to increase understanding and support of the organization.

7. Understand the necessity for and keep the confidentiality of the Board's work until such time as it is released for general information.
8. Abstain from any action that might lead to a conflict of interest.
9. Attend JFS and Federation special events, as needed.

Bylaws

ARTICLE I: CORPORATION NAME

The name of the Corporation is Jewish Family Services of Delaware, Inc., hereinafter referred to as “JFS” or “Corporation.”

ARTICLE II: MISSION STATEMENT AND GUIDING PRINCIPLES

- A. JFS strengthens individuals, families, and the community by providing counseling and support services, based on Jewish values.
- B. The guiding principles for JFS include the following:
 - 1. JFS delivers services in a tradition of caring reflecting the spirit and heart of Judaism.
 - 2. JFS places the highest priority on serving people in need and does so, on a nonsectarian basis.
 - 3. JFS consistently evaluates and responds to its community’s ever-changing needs and takes a proactive and collaborative role with other community organizations.
 - 4. JFS holds itself accountable and responsible for serving its community.
 - 5. JFS is results-oriented and has an infrastructure in place which regularly gathers and reviews evaluative information from clients, staff, volunteers, and community agencies.
 - 6. JFS has a highly qualified team of professionals and volunteers who bring a multidisciplinary, team-oriented approach to all activities, delivering them with respect, dignity, and a non-judgmental attitude. Confidentiality is assured.
 - 7. JFS ensures that staff, volunteers, and clients feel welcome and that JFS remains accessible.
 - 8. JFS provides a wide range of affordable counseling and support services.
 - 9. JFS strives to meet the performance standards as outlined by the Council on Accreditation.

ARTICLE III: MEMBERSHIP

- A. The members of JFS shall be the persons serving as its Directors from time to time, so that the election or appointment of a person as a Director shall be likewise an admission to Membership in JFS. No person shall continue to be a member of JFS after ceasing to be a Director thereof.
- B. Conflict of Interest
 - 1. No member of JFS shall have any direct or indirect financial interest in the assets, leases, business transactions, or in the current professional services of JFS.
 - 2. Every Director of JFS shall execute a *Conflict of Interest* policy annually.
 - 3. Members of JFS shall not receive any honoraria for their services as members of JFS. Any reimbursement for expenses incurred in the performance of JFS duties shall be at the discretion of the Board of Directors.
 - 4. All assets are the property of JFS only.

ARTICLE IV: BOARD OF DIRECTORS

- A. The administration of JFS shall be vested in a Board of Directors.
 - 1. The Board of Directors shall consist of at least twelve, but not more than twenty-four members, including four officers and the immediate Past President if the immediate Past president continues to serve on the Board.
 - 2. If the number of Directors falls below 14, the President shall appoint a replacement(s) with the consent of the Board as soon as practical.
- B. Term of Office
 - 1. Each Director shall be appointed to a term of three years, unless completing the unexpired term of a Director.
 - 2. A Director shall be eligible to serve for no more than three (3) consecutive three-year terms, unless serving an additional term as an officer.
 - 3. If a Director was appointed to a vacancy on the Board, they shall be eligible to serve out the balance of the term to which they were appointed and three more consecutive three-year terms.
- C. Resignation or Removal of a Director
 - 1. Any Director may resign effective upon written notice delivered to the President.
 - 2. Any vacancy on the Board of Directors other than the officers shall be filled by appointment of the President with the consent of the Board.
 - 3. Any Director may be removed, either with or without cause, by a 2/3 vote of the Board of Directors.
- D. Governing Body
 - 1. The Board of Directors shall constitute the governing body of JFS. It shall have all necessary powers to carry out the provisions of Article II.
 - 2. The board may accept on behalf of the Corporation any contribution, bequest, or devise.
 - 3. The board shall have the authority to hire and dismiss the CEO.

ARTICLE V: OFFICERS

- A. Only Directors shall be eligible for election as Officers of JFS.
- B. The Officers shall be:
 - 1. President (Chair)
 - 2. First Vice President (President-Elect)
 - 3. Vice President, Strategy
 - 4. Vice President, Finance
 - 5. Immediate Past Chair
- C. Term of Office
 - 1. At the meeting immediately prior to the annual meeting, the Board of Directors shall elect the Officers.
 - 2. Officers shall serve a term of two years.

3. If an Officer was elected to fill a vacancy, they shall be eligible to serve out the balance of the term to which they were elected.

D. Resignation or Vacancy

1. In the event of a vacancy in any of the offices, the Board's Executive Committee shall recommend a replacement to be elected by the Board of Directors at a duly constituted meeting, provided notice of such election is given seven days in advance of the meeting.
2. Any officer may resign effective upon written notice delivered to the President. An officer may resign as officer with or without resigning their Board position.

ARTICLE VI: DUTIES OF THE OFFICERS

A. President

1. Presides at all Board meetings
2. Represents the Agency to funders, stakeholders, and the public
3. Works with the CEO to set the agenda for Board meetings
4. Sets and presides over Executive Committee meetings

B. First Vice President

1. Presides at Board meetings in absence of the President
2. Ensures the smooth functioning of the standing committees
3. Reviews and presents updates of the Bylaws to the Board

C. Vice President, Strategy

1. Ensures the creation, proper functioning and dissolution of all subcommittees and task forces
2. Develops and implements major strategic initiatives, including the strategic plan, in conjunction with the Executive Committee

D. Vice President, Finance

1. Serves as Chair of the Finance Committee

E. All Vice Presidents – perform such duties as the President may request from time to time.

ARTICLE VII: MEETINGS

A. Frequency

1. A minimum of six board meetings shall be held between July 1st and June 30th, typically bimonthly.
2. Committee meetings and special meetings may be called at any time, provided proper notice is given to the appropriate board members.

B. Notice

1. Special meetings of the Board of Directors may be called by the President or upon written request of not less than seven Directors.

2. Not less than seven days' notice of all regular meetings and not less than three days' notice of all special meetings shall be given, except in the case of an emergency.
3. A Board member may recommend or request an item for Board discussion by submitting the item to the CEO no later than 3 days before the Board meeting.

C. Quorum

1. At all meetings of the Directors, at least one-half of the Directors shall be present, in person or by proxy, to constitute a quorum for the transaction of any business.
2. In the absence of a quorum, any officer of the Corporation may adjourn the meeting.

D. Voting

1. All issues to be voted upon shall be decided by a simple majority of those present at the meeting in which the vote takes place.
2. Whenever the vote of Directors at a meeting is required in connection with any corporate action, the meeting and vote of Directors can be dispensed with if all the Directors who would have been entitled to vote upon the action, consent, in writing (including email) to such corporate action being taken.

ARTICLE VIII: COMMITTEES

A. Standing Committees

1. There shall be five standing committees: Executive, Finance, Audit, Board Engagement, and Development.
2. After the election of officers, the President, in consultation with the other officers, shall appoint all Chairpersons, who shall then select their committee members.

B. Other Committees

1. The President may appoint additional committees and/or task forces, when they deem it necessary, to function for finite periods of time.
2. All committee and task force members shall serve at the pleasure of the President.
3. All committees and task forces shall be required to report to the Board as requested by the Board.
4. Committee and task force members need not be Directors.

ARTICLE IX: DUTIES OF COMMITTEES

A. Executive Committee

1. Comprised of the officers of the Board
2. Serves as leadership of the Board and meets as needed
3. Performs those tasks as assigned to them by the Board of Directors. This includes:
 - a) Recruiting for and developing the board
 - b) Appointing a subcommittee for board nominations
 - c) Evaluating the CEO as well as preparing and presenting a performance report to the Board for discussion

B. Finance Committee

1. Chaired by the Vice President, Finance
2. Develops and reviews fiscal procedures
3. Reviews financial reports of the Corporation
4. Provides regular financial reports to the Board

C. Audit Committee

1. Appoints, compensates, and oversees the independent auditors' work
2. Asks questions of management and the independent auditors to evaluate the audit process
3. Receives reports directly from the auditors (not the executive director) in connection with the audit's findings
4. Receives and considers actions to recommend to the Board based on the auditor's recommended actions that the Corporation should take to improve its financial reporting and management practices, as needed

D. Board Engagement Committee

1. Coordinates the nomination of new members to the Board
2. Ensures the functioning of various committees and task forces
3. Engages members in meaningful work
4. Oversees the mentoring of new members
5. Maintains term calendar and time-process for membership retention, recruitment, and rotation
6. Develops and implements board engagement strategies and training and reports on these activities

E. Development Committee

1. Works with the CEO and Development Director to make recommendations for overall fundraising goals
2. Sets up and implements events and campaigns
3. Appoints chairperson(s) for each event
4. Provides the Board with assessment of fundraising plans and status reports

ARTICLE X: REPRESENTATION OF AGENCY

No member of the Board of Directors or staff member of Jewish Family Services has the authority to represent, speak or act on behalf of, or otherwise act as an agent of JFS, without the express permission of the President or the Executive Director.

ARTICLE XI: RULES OF ORDER

The rules contained in *Robert's Rules of Order, Revised*, shall govern JFS in all cases to which they are applicable and in which they are not inconsistent with the By-Laws.

ARTICLE XII: DISSOLUTION CLAUSE

- A. In the event of the dissolution of the Corporation, either voluntarily by action of the Board of Directors or by order of any court of competent jurisdiction, the assets of the Corporation remaining after satisfaction of the Corporation's debts shall be distributed to the Jewish Federation of Delaware for the sole purpose of being used to provide social services such as counseling consistent with Article II above.
- B. Said assets shall be kept separate by the Jewish Federation of Delaware from its other assets and may be used solely for the purposes identified in this section.

ARTICLE XIII: AMENDMENT

- A. The Board of Directors may amend these Bylaws by majority vote at any regular or special meeting.
- B. Written notice setting forth the proposed amendment or summary of changes shall be given to each Director in the time and manner provided for the giving on notice of meetings of Directors.

Board Member Contact Information

BOARD MEMBER	POSITION	EMAIL	PHONE	ADDRESS	BOARD TERM(S)
Adam Cutler	Member	adamcutler@mac.com	610-388-1505	841 Fairville Rd., Chadds Ford, PA 19317	2019-2022, 2022-2025
Alyssa Pietrobono	Member	pietrobono@rlf.com	302-562-2400	103 Wooden Carriage Dr., Hockessin 19707	2023-2026
Ann Gualtieri	VP of Finance	anngualt@comcast.net	302-429-8860	807 Snuff Mill Rd., Centerville 19807	2022-2025
Benjamin Kniaz	Member	Kniaz.benjamin@gmail.com	302-377-8142	513 Ruxton Dr., Wilmington 19809	2021-2024, 2024-2027
Christina Richter	Member	christinarichter1@gmail.com	302-660-1303	302 Blue Rock Rd., Wilmington 19809	2018-2021, 2021-2024, 2024-2027
Clint Walker	1st Vice President	clintwalker52@gmail.com	302-778-1321	P.O. Box 3813, Greenville 19807	2020-2023, 2023-2026
Gil Kaminski	Member	gil.kaminski@gmail.com	302-521-7144	71 Mount Aire Farm Rd., Glen Mills, PA 19342	2023-2026
Ginger Weiss	Member	gingerweiss@1creative.com	302-753-4444	1100 Lovering Ave #1210, Wilmington, DE 19806	2022-2025
Kelly Furman	Member	khfurman@comcast.net	302-547-4543	507 Rothbury Rd, Wilmington, DE 19803	2024-2027
Jaimie Watts	Member	jaimiewatts@leadershipdelaware.org	302-540-4966	268 Campfield Rd, Newark, DE 19713	2023-2026
Linda Jaworski	Member	Lindajaworski@me.com	302-528-4622	1604 Turkey Run Rd., Wilmington, DE 19803	2016-2019, 2019-2022, 2022-2025
Liz Sidel O'Neill	VP of Strategy	Lizsideloneill@gmail.com	617-686-5661	502 Rothbury Rd., Wilmington, DE 19803	2020-2023, 2023-2026
Michelle Glazier	Member	michelle.s.glazier@gmail.com	302-547-4287	3308 Hermitage Rd, Wilmington, DE 19810	2024-2027

Nicole LaPorte	Member	nicolehlaporte@yahoo.com	302-743-8559	109 Stratton Drive, Hockessin, 19707	2023-2026
Noah Brown	Member	nbrown@rlf.com	262-893-7084	116 W 9th Street, Apt 436, Wilmington, DE 19801	2023-2026
Peter Hurd	Board President	Peterhurd10@gmail.com	302-275-3719	1115 Brandon Ln., Wilmington 19807	2019-2022, 2022-2025
Renna Van Oot	CEO	rvanoot@jfsdelaware.org	302-478-9411	444 Southview Ave., Kennett Square, PA 19348	
Susan Finizio	Member	sfinizio@wilmingtonfriends.org	484-888-9671	102 Ringtail Run, Kennett Sq., PA 19348	2022-2025
Yair Robinson	Member (Non-Voting)	rabbirobinson@bethemethde.org	302-764-2393	c/o Congregation Beth Emeth, 300 W. Lea Blvd., Wilmington 19802	2022-2025

Part Two: Policies

Board Member Code of Ethics

As Board Members, we consider ourselves trustees of this organization, and will do our best to protect, conserve, and advance its mission. We consider ourselves accountable to the clients and staff of our Agency, as well as the various constituents in the general community who support our Agency.

As Board Members, we pledge to act honestly and with the highest integrity to accomplish the most responsible exercise of our managerial authority. We agree to avoid any conflict of interest, or the appearance of a conflict of interest, while serving on this Board.

Our main goal is to serve our client's needs by providing the highest standard of services through our Agency. We will attempt to appraise both the present and future needs of our community and do our best to translate them into the program of our Agency.

As Board Members, we function as a policy-making body, and not as administrative officers. Our responsibility is to help the organization run properly, not to run it ourselves. We hold the administrator responsible for administration of the organization, and we work through administrative employees, not over or around them.

As Members of the Board, we will attempt to inform ourselves of the proper duties and functions of Board Members.

Code of Ethical Principles

JFS Board Members, Staff, Volunteers, and Leadership:

- Act according to the highest standards and visions of JFS Delaware.
- Do not disclose privileged information to unauthorized parties.
- All actions reflect concern for the interests and well-being of individuals affected by such actions.
- Comply with all applicable local, state, provincial and federal civil and criminal laws and regulations.
- Shall not exploit any relationship with a donor, prospect, volunteer, or employee for personal gain or benefit.

JFS Staff:

- Avoid even the appearance of any criminal offense or professional misconduct.
- Accurately state their professional experience, qualifications, and expertise.
- May receive performance-based compensation, e.g., bonuses, if such compensation is in accord with prevailing JFS practices and not based on a percentage of charitable contributions raised.

JFS Board Members and Volunteers:

- Disclose all conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
- Shall not work for a salary.

JFS Board Members, Leadership, and Staff:

- May not pay, seek, or accept finder's fees, commissions, or compensation that is based on a percentage of charitable contributions raised.
- Adhere to the principle that all donor and prospect information created by or on behalf of the Agency is the property of JFS and shall not be transferred or utilized except on behalf of JFS.
- Give donors the opportunity to have their names removed off lists that are sold to, rented to, or exchanged with other organizations.
- Keep constituent information confidential.
- Ensure that all solicitation materials are accurate and correctly reflect JFS's mission and use of solicited funds.
- In stating fundraising results, shall use accurate and consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants.
- Ensure, to the best of their ability:
 - that contributions are used in accordance with donor intentions.
 - the proper stewardship of charitable contributions, including timely reporting on the use and management of funds.
 - that the explicit consent of a donor is obtained before altering the conditions of a gift.
 - that donors receive informed and ethical advice about the value and tax implications of potential gifts.

Confidentiality Policy

JFS is subject to Delaware and Federal laws regarding client confidentiality. To protect our clients as thoroughly as possible from deliberate or accidental disclosure of private information, JFS expects Board members to maintain the confidence of our clients.

1. Any/all information about clients is confidential, and may not be released to, discussed with, or provided to anyone in person or by phone, fax, e-mail, or copy without the express written consent of the client. JFS "Exceptions to Confidentiality" form lists the legally compelling or other specific reasons for exceptions. Confidentiality applies to:
 - Personally Identifiable Information (PII), including name, address, telephone numbers, e-mail addresses or any similarly identifying information about clients.
 - Personal Health Information (PHI) about a client, including the existence of appointments, appointment times/dates, diagnosis, treatment, etc.
 - Financial or insurance information about clients
 - Any miscellaneous information or data
2. Any questions should be directed to the Chief Executive Officer or the Director of PQI. At no time should any information about clients or personnel be disclosed without knowing that it is legal and ethical to do so. This prohibits discussion with JFS staff, friends, neighbors, family, or any others.
3. Confidentiality is not limited to time spent at JFS or while performing tasks or services for JFS. Confidentiality must ALWAYS be maintained, especially in social and public settings.

Conflict of Interest Policy

JFS' donors and funders believe in our mission to provide needed counseling and support services for individuals, families, and the community. In support of this work, we conduct business ethically and transparently, knowing we have an obligation to avoid actual or potential conflicts of interest that could compromise our reputation in the community.

This policy establishes a framework within which JFS wishes to operate, including guidelines that provide direction for Covered Individuals seeking to act in the best interest of the agency.

Covered Individuals

This policy applies to all members of JFS' Board of Directors, Executive Leadership (CEO, COO, CFO, and CPO), and key employees. For purposes of the policy, the family member of a Covered Individual is any person who is related by blood or marriage, or whose relationship with the Covered Individual is like that of persons who are related by blood or marriage.

Definition

A conflict of interest arises when a person in a position of authority over the Agency (i.e., Covered Individual) can influence a business decision that may result in their own personal gain or gain for a family member. Such conflict may also compromise the individual's independent judgment in exercising their responsibilities to JFS.

Examples of Conflict of Interest:

- A Board Member's wife gets a job as director for a state contract the Agency currently holds.
- A Board Member takes a role with an agency that competes with JFS for the same funding.
- A Covered Individual resigns from JFS and then tries to attract JFS clients to a competitor.
- A Board Member, Officer, or other Covered Individual uses JFS' donor list to solicit donors for another organization.

Responsibilities

Covered Individuals have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. Covered Individuals are expected to:

- Minimize or avoid conflicts/potential conflicts of interest.
- Disclose ethical, legal, financial, and other conflicts/potential conflicts.
- Remove themselves from voting on any matter in which there is a conflict.

Disclosure of Conflicts

Persons covered by this policy will annually disclose or update the Board President on a Conflict of Interest form provided by the Agency (see Appendix) any interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members.

The Agency's CEO, COO, and CFO will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the President of the Board of Directors to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

Procedures

For each interest disclosed to the President of the Board of Directors, the President will determine which of the following actions is more appropriate:

- Take no action.
- Ensure full disclosure to the Board of Directors and other individuals covered by this policy.
- Ask the person to recuse themselves from participation in related discussions or decisions within the Agency.
- Ask the person to resign their position in the Agency or, if the person refuses to resign, become subject to possible removal in accordance with the Agency's removal procedures.

Determining CEO Compensation

The steps below are to be followed when determining compensation for an incoming CEO or when evaluating salary increases.

Review and Approval

The compensation of the CEO is reviewed and approved by the Board of Directors of the Agency, provided any individuals with a conflict of interest regarding the compensation arrangement at issue are not involved in this review and approval process.

Use of Data as to Comparable Compensation

The compensation of the CEO is reviewed and approved using data as to comparable compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations.

Contemporaneous Documentation and Recordkeeping

There is contemporaneous documentation and recordkeeping with respect to the deliberations and decisions regarding the compensation arrangement.

Document Retention & Destruction Policy

This Document Retention and Destruction Policy of Jewish Family Services of Delaware identifies the record retention responsibilities of staff, volunteers, members of the Board of Directors, and outsiders for maintaining and documenting the storage and destruction of the Agency's documents and records.

Rules

The Agency's staff, volunteers, members of the Board of Directors and outsiders (i.e., independent contractors via agreements with them) are required to honor these rules: (a) paper or electronic documents indicated under the terms for retention below will be transferred and maintained by the Administrative staffs/department; (b) all other paper documents will be destroyed after three years; (c) all other electronic documents will be deleted from all individual computers, data bases, networks, and back-up storage after one year; and (d) no paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation.

Terms for Retention

A. Retain permanently:

- Governance records – Charter and amendments, Bylaws, other organizational documents, governing board and board committee minutes.
- Tax records – Filed state and federal tax returns/reports and supporting records, tax exemption determination letter and related correspondence, files related to tax audits.
- Intellectual property records – Copyright and trademark registrations and samples of protected works.
- Financial records – Audited financial statements, attorney contingent liability letters.

B. Retain for ten years:

- Pension and benefit records -- Pension (ERISA) plan participant/beneficiary records, actuarial reports, related correspondence with government agencies, and supporting records.
- Government relations records – State and federal lobbying and political contribution reports and supporting records.

C. Retain for seven years:

- Client records maintained on paper, including program documentation, copies of documents, e.g., photo ID or insurance card, and any other paperwork contained in client files.
- For minor clients, records are maintained for seven years past the age of majority, which is 18 years of age. This means that records for minor clients should be kept until the client is age 25.

D. Retain for three years:

- Lease, insurance, and contract/license records – Software license agreements, vendor, hotel, and service agreements, independent contractor agreements, employment agreements, consultant agreements, and all other agreements (retain during the term of the agreement and for three years after the termination, expiration, non-renewal of each agreement).

E. Retain for one year:

- All other electronic records, documents, and files – Correspondence files, past budgets, bank statements, publications, employee manuals/policies and procedures, survey information.

Exceptions

Exceptions to these rules and terms for retention may be granted only by the Agency's chief executive officer or President of the Board.

Equity, Diversity & Inclusion Policy

At JFS, we value a diverse, inclusive, and equitable workplace that embraces employees and volunteers whatever their race, ethnicity, national origin, gender identity, age, sexual orientation, education, disability, or socioeconomic status. We believe that the broader our backgrounds and the more walks of life from which we come, the more authentically we can represent the many voices within our community. We are committed to making decisions that draw from our collective experiences and, at the same time, we value individuality, independence, and self-awareness.

JFS takes a nondiscriminatory approach to hiring and provides equal opportunity for employment and career advancement in all areas of our business. We are committed to embodying a culture of inclusivity, diversity, and equity in our relationships with each other, our clients, vendors, board members, partners, and other stakeholders.

As an organization, maintaining this culture means it is aligned with our mission to strengthen individuals, families, and the community by providing counseling and support services. We have dedicated time and resources to assuring that our services are available to all, and that we are doing what it takes to change systems and policies that divide us, that push some down while lifting others up, and that do not reflect the spirit of equality.

These are our promises, which apply to all employees, clients, board members, interns, and volunteers:

- Equity, diversity, and inclusion are core values by which we conduct business.
- Practices, policies, systems, or programs which contradict these values will be dismantled.
- An Equity, Diversity and Inclusion committee will advocate for these principles at all levels of agency operations.
- Leadership will model equitable decision-making and transparent communication.
- Staff will be exposed to regular training in cultural humility, microaggressions, allyship, and providing culturally responsive services.
- Time and resources will be dedicated to expanding the diversity of our staff, board, and vendors.
- Hiring managers will be trained on equitable human resources practices that enable them to be more intentional and conscious of bias.
- The Board of Directors will acknowledge, challenge, and address systems and policies that create inequity, oppression, and disparity.
- Staff will embrace and express respect, tolerance, and cultural humility in workplace interactions and through everyday practices.
- Data related to equity will be aggregated and measured to assess our progress toward our equity, diversity, and inclusion efforts.

All parties covered by this Policy are entitled to bring their concerns or complaints about discrimination or harassment as defined by this Policy and have access to informal and formal grievance procedures.

Employees have access to the grievance procedures outlined in the Employee Manual. Grievance procedures are also posted in the lobbies of our offices or can be accessed upon request.

Whistleblower Policy

This Whistleblower Policy of Jewish Family Services of Delaware: (1) encourages staff, volunteers and contractors to come forward with credible information on illegal practices or serious violations of adopted policies of the Agency; (2) specifies that the Agency will protect the person from retaliation; and (3) identifies where such information can be reported.

Encouragement of Reporting

The Agency encourages complaints, reports, or inquiries about illegal practices or serious violations of the Agency's policies, including illegal or improper conduct by the Agency itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include:

- Financial Improprieties
- Accounting or Audit Matters
- Ethical Violations
- Other Similar Illegal or Improper Practices or Policies

Other subjects about which the Agency has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via the agency's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.

Protection from Retaliation

The Agency prohibits retaliation by or on behalf of the agency against staff or volunteers for making good faith complaints, reports, or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. The Agency reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports, or inquiries or who otherwise abuse this policy.

Where to Report

Complaints, reports, or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports, or inquiries. They should be directed to the Agency's chief executive officer or president of the Board of Directors; if both of those persons are implicated in the complaint, report, or inquiry, it should be directed to another member of leadership, e.g., COO or CPO. The Agency will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that the Agency may be unable to fully evaluate a vague or general complaint, report, or inquiry that is made anonymously.

Part Three: Forms

Board of Directors Agreement

As a member of JFS Delaware's Board of Directors, I acknowledge that I have reviewed the JFS Board Manual in its entirety, including all policies, procedures, and guidelines contained herein:

- Board Member Code of Ethics
- Code of Ethical Principles
- Confidentiality Policy
- Conflict of Interest Policy
- Determining CEO Compensation
- Document Retention & Destruction Policy
- Equity, Diversity & Inclusion Policy
- Whistleblower Policy

With my signature below, I agree to abide by all these policies while serving as a JFS Board member and subsequent to my service, should any potential conflicts of interest arise relating to my membership on the board. I have read and understood that I am expected to keep any/all information about JFS clients confidential, and I agree to maintain the laws of confidentiality during and after connection with JFS.

I acknowledge and agree to uphold the responsibilities, authority, and accountability, including all principal duties, entrusted to me as a Director of the Board at JFS Delaware.

Signature: _____

Date: _____

Printed Name: _____

Demographics

Dear JFS Board Member,

Funders are increasingly requesting the demographics of our Board of Directors. We would be grateful if you would share this information with us below. You may submit the form anonymously if desired. Thank you!

Name (optional): _____

Date: _____

1. What is your race and/or ethnicity? <i>Select all that apply.</i>	<input type="checkbox"/> Asian <input type="checkbox"/> Black or African American <input type="checkbox"/> Hispanic / Latinx <input type="checkbox"/> Native American or Alaska Native	<input type="checkbox"/> Native Hawaiian / Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Other race <input type="checkbox"/> Prefer Not to Say
2. What is your age range?	<input type="checkbox"/> 18 - 24 <input type="checkbox"/> 25 - 44 <input type="checkbox"/> 45 - 64	<input type="checkbox"/> 65+ <input type="checkbox"/> Prefer Not to Say
3. What is your gender identity?	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Transgender (Male to Female) <input type="checkbox"/> Transgender (Female to Male)	<input type="checkbox"/> Gender Non-Conforming <input type="checkbox"/> Other Gender Identity <input type="checkbox"/> Prefer Not to Say
4. What is your sexual orientation? <i>Select all that apply.</i>	<input type="checkbox"/> Straight or Heterosexual <input type="checkbox"/> Homosexual (Gay or Lesbian) <input type="checkbox"/> Bisexual	<input type="checkbox"/> Queer, Pansexual, and/or Questioning <input type="checkbox"/> Asexual <input type="checkbox"/> Other <input type="checkbox"/> Prefer Not to Say
5. Do you think of yourself as having a disability or special need?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say	
6. What type of religion or spirituality do you practice?	<input type="checkbox"/> Jewish <input type="checkbox"/> Non-Jewish <input type="checkbox"/> Spiritual not religious <input type="checkbox"/> Prefer not to say	

Conflict of Interest Form

Name: _____ **Position:** _____

Use this form to disclose any interests you may have that could present a conflict of interest with your leadership or Board member role at JFS Delaware.

- ☐ I DO NOT have any known potential or actual conflicts of interest.
- ☐ I HAVE potential or actual conflicts of interest, as described below.

Business Affiliations or Transactions: _____

Investments or Financial Interests: _____

Family Members: _____

Signature: _____

Date: _____

Submit completed form to the CEO or via email to Peter Hurd, Board President:
PeterHurd10@gmail.com

