



NETWORK
of Jewish Human
Service Agencies

AGENDA
NJHSA Board of Directors
Monday, November 4, 2019; 12 – 4:00 pm
Arizona Biltmore, Phoenix, AZ

I.	Welcome, D'var Torah and Conflict Disclosure Reminder	Perry Ohren	12:00 – 12:20
II.	Routine Consent/Approval Items (Future "consent agenda") a. Agenda b. Minutes of July 28, 2019	Perry Ohren	12:20 – 12:30
III.	CEO's Report	Reuben Rotman	12:30 – 12:50
IV.	CPO's Report	Lisa Loraine Smith	12:50 – 1:00
V.	Proposed Operating Budget: FY 2020	David Marcu, Reuben Rotman	1:00 – 1:30
VI.	Proposed Investment Policy	David Marcu	1:30 – 1:45
VII.	Committee Reports/Approvals		1:45 – 2:45
	a. Governance Committee	Erik Lindauer	
	b. Grants/Opportunities Committee	Susan Friedman/Bob Hyfler	
	c. Membership Committee	Judy Halper	
	d. Nominating Committee	Paula Goldstein	
VIII.	Proposed Strategic Plan	Perry Ohren	2:45 – 3:15
IX.	Board Self-Assessment Process	Susan Friedman/Paula Goldstein	3:15 – 3:45
X.	Good and Welfare	Perry Ohren	3:45 – 3:50
XI.	Executive Session/Adjournment	Perry Ohren	3:50 – 4:00



COMMITTEE: BOARD OF DIRECTORS		MEETING MINUTES
DATE/TIME:	Sunday, July 28, 2019; 9am – 3pm EDT	
LOCATION:	Offices of Sullivan and Cromwell, New York City	
ATTENDEES:	<p><u>Participating in person:</u> Perry Ohren, Chair; John Colborn, Susan Friedman, Paula Goldstein, Jordan Golin, Judy Halper, Robert Hyfler, Jim Kahn, Erik Lindauer, Jay Miller, Lori Moss, Brian Prousky, Leslie Reis.</p> <p><u>Staff:</u> Reuben Rotman, Lisa Loraine Smith.</p> <p><u>Participating by Zoom video/phone:</u> Julie Chapnick, June Gutterman, David Marcu, Larry Reader, Leah Rosenbaum, Andrea Steinberg, Aviva Sufian.</p> <p><u>Guests:</u> April Kushner and Christopher Lazzaro from SAX LLP.</p>	
NOT PRESENT:	Sandy Muskovitz Danto, Claudia Finkel, Michael Hopkins, Stephan Kline, Ray Silverstein, Fred Stock.	
QUORUM/CALL TO ORDER:	The meeting was called to order at 9am EDT. A quorum was present.	
AGENDA:	<ol style="list-style-type: none">1) Welcome & Announcements (Updated Meeting Schedule, Board Campaign and D'var Torah)2) CEO's Report3) CPO's Report4) Presentation of 2018 Audited Financial Statements and IRS 990 Filing5) Budget and Finance Committee6) Governance Committee7) Membership Committee8) Advocacy Committee9) Best Practices Committee10) Canadian Member Agencies11) Grants and Opportunities Committee12) Report on Conferences (2019 Executives' Networking Forum, 2020 Annual Conference and 2021 Annual Conference).13) Strategic Planning Update14) Board Assessment Process15) Executive Session and Adjournment	
VOTES TAKEN / ELECTIONS/ACTIONS TAKEN/DECISIONS MADE	<ul style="list-style-type: none">○ A motion was made by Brian Prousky to approve the agenda with additional issues to be discussed during the Canadian Member Agencies report.○ A motion was made by Lori Moss and seconded by Paula Goldstein to approve the minutes of the last meeting of the NJHSA Board of Directors (meeting of April 1, 2019). The motion was approved with one abstention.○ A motion was made by David Marcu and seconded by Judy Halper and unanimously approved by the Board to accept the adjusted operating budget for 2019 (a copy of which is attached to these minutes) to reflect a negative adjustment for the proposed grant from the Legacy Heritage Fund. Reuben Rotman explained that the Legacy Heritage Fund recently informed the Network that it has decided to temporarily suspend all external grantmaking. Reuben explained that this decision will be shared with the current Legacy grantees which received Legacy Heritage funding via NJHSA in 2018.○ Motions were made by Erik Lindauer and seconded by Susan Friedman and unanimously approved by the Board to accept the proposed Confidentiality, Conflict of Interest and Related Party Transaction and Whistleblower Policies (copies of which are attached to these minutes). A motion was then made by Paula Goldstein, seconded by Brian Prousky and unanimously approved by the	

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	<p>Board to accept the proposed charter for the recently established Grants and Opportunities Committee (a copy of which is attached to these minutes).</p> <ul style="list-style-type: none"> ○ A motion was made by Aviva Sufian and seconded by John Colborn and unanimously approved to accept the recommendation of the Advocacy Committee that the Network should join the following advocacy coalition groups: Nonprofit VOTE, Mental Health for US and Jewish Social Justice Roundtable. ○ A motion was made by Aviva Sufian and seconded by Lori Moss to approve the recommendation of the Advocacy Committee to support the US Federal Transformative to Competitive Employment Act (H.R. 873) to phase out subminimum wage contracts for individuals with disabilities (relevant materials presented to the Board are attached to these minutes). The motion was approved with [one abstention] and two (John Colborn and Erik Lindauer) voting against. ○ A motion was made by made by Susan Friedman and seconded by Bob Hyfler to approve the recommendation of the Grants and Opportunities Committee to select JFS Columbus, JFCS Philadelphia and a collaborative application from JFS Detroit, JVS Human Services Detroit and Yad Ezra for participation in the Intensive Incubation Program of the Jewish Poverty Challenge, sponsored by the Network's Center for Innovation and Research. The motion was unanimously approved without the participation of NJHSA Board members who represent these agencies (Paula Goldstein, June Gutterman, Perry Ohren and Leah Rosenbaum).
KEY DEVELOPMENTS/DECISIONS REPORTED:	<p>The updated meeting schedule of the NJHSA Board of Directors was distributed. Board members were reminded to make reservations for the meetings being held in Phoenix, Arizona in November 2019 and in St. Petersburg, Florida in February 2020.</p> <p>Paula Goldstein delivered a D'var Torah and Perry Ohren thanked Board members who have supported the Board campaign to date and encouraged those who made pledges to pay their pledges by the November Board meeting. He noted that the Board will achieve 100% participation and overall will experience a 10% increase in dollars raised through the campaign.</p> <p>Reuben Rotman distributed his CEO Report in writing and shared updates on future funding opportunities including ongoing discussions with the Covenant Foundation and with the Weinberg Foundation and a new opportunity to disseminate funding via the JFNA Center for Holocaust Survivor Support to reduce isolation for Holocaust Survivors using technology. Reuben also shared discussions with a donor who is interested in supporting the purchase of a membership association database system for NJHSA. The Board shared some recommendations regarding additional potential sources of funding for this effort.</p> <p>Lisa Loraine Smith shared a detailed report on the level of engagement of member agencies in Network sponsored Affinity Groups, noting close to 550 unduplicated individuals having participated since January 2019. In the discussion that followed it was suggested that some type of evaluation effort for the Groups should be developed and a training effort to support Affinity Group Chairs should be offered.</p> <p>The draft audited financial statements and IRS 990 filing were presented by representatives of SAX LLP, the auditing firm which was recently engaged by the Network. The auditors reported that the 2018 audit was a smooth audit process with no deficiencies in internal management controls and no audit adjustments. It was explained that the Network will be completing filings with the States of New York and New Jersey along with the federal 990 filing. It was also noted that moving forward it will be the goal to present the most recently completed audit and 990 at the July meeting of the Board each year.</p> <p>David Marcu, on behalf of the Budget and Finance committee, presented management financial statements for the period ending June 2019. He explained</p>

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that the Network was able to absorb the loss of the Legacy Heritage funding because of better than budgeted results of the 2019 Annual Conference and the new grant of \$50,000 which was received from the Weinberg Foundation. He also noted increases in Federation allocations from several Federations including Baltimore, Chicago, Detroit and Miami.

Judy Halper reported on behalf of the Membership Committee and explained that the Committee is sponsoring an effort to assist with the recruitment of new member agencies. An incentive of a free conference registration is being offered to the current member agency that helps to recruit a new member agency. Judy reported that the JCC Manhattan and the Kings Bay Y are co-hosting a luncheon on September 13th in NYC to engage other NYC area JCC's/Y's. Judy also reported that the Jewish Federation of St. Joseph Valley in Indiana, Jewish Addictions Awareness Network and In Shifra's Arms recently joined the Network as new member agencies.

Andrea Steinberg reported that the Network's Best Practices Committee has been reconstituted and the committee is working on a definition of a Network endorsed definition of Best Practice. Moving forward, the committee will also be establishing a Best Practices Registry, which will be housed within the Members' Portal on the Network website. The Registry will seek to list client services as well as efforts supporting internal operations which follow the Network's definition of Best Practice.

On behalf of the Canadian Member Agencies, Brian reported that the Network will be sponsoring a meeting in Toronto on November 25th which will feature a presentation from the researcher who completed the 2018 Demographic Study on the Jews of Canada. The presentation will include a focus on the impact of the findings of the study for Canadian Network member agencies. Brian also shared the recent and upcoming transitions of several CEO's from Canadian member agencies (namely Edmonton, Hamilton, Montreal, Ottawa and Vancouver).

Lisa Loraine Smith reported that the 2019 Executives' Networking Forum is being planned with a special emphasis on increasing networking opportunities. She also noted that the conference will address the topic of Financial Sustainability, following input from a survey of Network member agencies.

Judy Halper reported that plans are coming together for the 2020 Annual Conference, which is being held from May 3-5 in Dallas. She explained that the committee's goal is to announce the full details of the conference, including the content for all workshops, by the end of December. Toward this end, the RFP for sessions will be released in August and will be due back in September.

Perry Ohren announced that the 2021 Annual Conference will be held in Minneapolis, Judy Halper and the entire JFCS Minneapolis team was thanked for their willingness to serve as host agency for the 2021 conference.

DISCUSSION ITEMS OF INTEREST

- Reuben Rotman shared a draft of the newly created Board portal which has been established within the Network's website. He explained that this portal will serve as a virtual filing cabinet and will allow the Board to have access to minutes, charters, financial records and policies. He explained that the new database will also include a feature to support an interactive board forum to support dialogue between board members and the Network.
- Reuben Rotman and Judy Halper led a discussion regarding the Network's need to consider and adopt more clearly defined standards and criteria for admission of new members to the Network. In the discussion related to member agencies which recently joined NJHSA, it was agreed that in addition to clarifying membership standards, a more transparent vetting process needs to be established to evaluate the appropriateness of prospective member agencies. These standards and the process should address, among other things, the impact of Member Agency advocacy positions and programs that may conflict with

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	<p>advocacy positions of the Network and/or other Member Agencies, and the extent to which individual Member Agencies, by virtue of their membership, should be seen as endorsing specific advocacy positions adopted by the Network. It was agreed that the Membership Committee, with assistance of the Governance Committee, would discuss this issue further and report back to the Board.</p> <ul style="list-style-type: none"> ○ Perry Ohren provided an update on the status of the Strategic Planning committee and the Board provided additional edits for the proposed Mission and Values statements. Reuben Rotman asked the Board to then provide their own rankings (1-3) for each of the strategies proposed for the Plan. He explained that these rankings will then be summarized in connection with future discussions of any proposed final version of the Plan. ○ Susan Friedman and Paula Goldstein asked the Board for input on essential elements required for a Board agreement which each Board member will be asked to sign. Ultimately, this agreement will then lead to a Board assessment process where each Board member will be asked to assess their own performance and level of participation with the Board, as well as the Network's role in supporting the Board.
TASKS / ASSIGNMENTS / FOLLOW UP:	<ul style="list-style-type: none"> • Documents will be uploaded onto the Board portal in advance of the next Board meeting. • Susan Friedman and Paula Goldstein will continue their efforts to develop a Board Assessment process and will share an update on that process at the next Board meeting. • A draft Strategic Plan will be presented to the Board at its next meeting. • The Membership Committee will provide recommendations to the Board regarding membership standards, including the impact of advocacy positions taken by individual agencies that may diverge from those taken by the Network or other Member Agencies.
NEXT MEETING DATE / AGENDA	<p>Next meeting date: Monday, November 4, 2019 Time: 12:00 pm – 4:00 pm (Arizona time) Location: Phoenix, AZ, in association with the 2019 Executives' Networking Forum</p>
MINUTES TAKEN BY:	Judy Halper, Board Secretary

CEO's Report for NJHSA Board Meeting of November 4, 2019

This report covers the period of July 28, 2019 – November 4, 2019

Funding:

- NJHSA has submitted a grant proposal, in partnership with 7 NJHSA member agencies to seek funding from the US Administration on Community Living through the JFNA Center for Advancing Holocaust Survivor Support Services (to utilize technology to address senior isolation). The proposed program will support homebound Holocaust survivors and will utilize livestream technology developed by Uniper Cares, a sponsor from the 2019 annual conference in Atlanta. Participating agencies: JFS Cincinnati, Blue Card, Kings Bay Y, JSSA, CJE SeniorLife, JFCS Philadelphia, JFCS of the Suncoast.
- Allocation increases have been received from several Federations (To date: Baltimore, Chicago, Detroit, Miami).

Membership:

- Information meeting for NYC JCC's/Y's was held in September at the JCC Manhattan. Follow up is now underway with the 10 JCC's/Y's which participated.
- Recruitment incentive is well underway and has engaged 7 new member agencies since May 2019. Incentive provides providing one free NJHSA conference registration for successful referrals from current member agencies.
- Welcomed the following new member agencies since July 2019:
 - **CJE SeniorLife** (Chicago) via Howard Sitron, **JFCS Chicago**
 - **Keshet** (Chicago) via David Marcu, **Israel Elwyn**
 - **Jewish Residential Services** (Pittsburgh) via Jordan Golin, **JFCS Pittsburgh**
 - **Cummings Centre** (Montreal) via Gail Small, **Ometz – will begin membership in 2020**
- Initiated dialogue with outside pro-bono attorney who is providing guidance on membership criteria and connection to NJHSA advocacy efforts.

Board Committees:

Advocacy:

- Submitted comments in coordination with JFNA in response to the administration's proposed changes to the US SNAP (Supplemental Needs Assistance Program).
- Issue statement in opposition to the administration's proposed refugee admission quota for 2020.
- Launched efforts to update 2020 Public Policy Priorities with dissemination of survey to identify top priorities.

Best Practice:

- Developing NJHSA definition of Best Practice toward establishment of NJHSA Best Practices Registry.

Budget and Finance:

- Reviewed financial statements for period ending September 2019.
- Developed proposed operating budget for 2020.

Governance:

- Began to upload documents/policies, etc. to online board portal of NJHSA website.
- Subcommittee focusing on Board Assessment developed draft Board Agreement and individual board assessment to support upcoming nominating process.

Innovation:

- The three selected communities of the *NJHSA Jewish Poverty Challenge* (JFS Columbus, JFS Detroit, JVS Human Services Detroit and Yad Ezra and JFCS Philadelphia) have begun to work with the team at StartCo to facilitate their planning process.
- Secured support from Leading Edge to crunch data for NJHSA member agencies which participated in Leading Edge Employee Engagement Surveys. Data will inform planning process of Recruitment/Retention Work Group.

Nominating:

- Nominating process for 2020 will begin in the coming weeks.

Strategic Planning:

- Finalized draft Plan for Board review/approval.

Program/Travel for CEO:

- Launched open RFP for Digital Marketing Campaign, supported by Gimbal Foundation.
- Launched new Affinity Group for HR professionals.
- Presented at Jewish Poverty Convening of UJA Federation of New York.
- Met with representatives of Weinberg Foundation to explore possibility of Weinberg grant request to support national replication of workforce development efforts within NJHSA member agencies.
- Represented NJHSA in planning meetings to support the Jewish Funders Network Affinity Group on Jewish Poverty and its upcoming November meeting in Washington DC.
- Met with National Association for Jewish Chaplains which is interested in exploring affiliation with NJHSA.
- Represented NJHSA at Board Meeting of SourceAmerica in Denver.
- Represented NJHSA at meeting of National Non-Profit Agencies affiliated with SourceAmerica in Vienna, Virginia.
- Represented NJHSA at JPRO Conference in Detroit and presented with JFS Detroit and JFCS Pittsburgh on Crisis Response
- Met with JCCA which has developed J Response to coordinate crisis response within JCC's.
- Represented NJHSA at JFNA Conference on Trauma and Aging in Washington DC.
- Met with Foundation for Jewish Camp which recently received \$3m grant from The Marcus Foundation to increase capacity of Jewish camps to address mental health needs. Will assist FJC in planning and implementation of this grant.

Focus/Pillar	Short Term (0-3 months)	Mid Term (3-6 months)	Long Term (6-12 months)
Advocacy	Statement –Refugee Limit Orientation: Jewish Social Justice Roundtable Launching 2020 Priority Process	Finalize Advocacy sessions at NJHSA 2020 Annual Conference. Finalize 2020 Priorities Collaborate with CIJA to support drafting of Canadian priorities	Build on participation in Coalition groups
Best Practices	Committee has been reconvened. Draft definition for approval	Develop criteria for <i>NJHSA Best Practices Registry</i> Engage with outside thought leaders	Launch and promote Registry
Innovation	Review data from Leading Edge surveys (2017, 2018, 2019) Mid Year Updates from selected agencies of Year One of NJHSA Jewish Poverty Challenge	Determine focused plan Plan Plenary Session at NJHSA 2020 Annual Conference	Initiate at least one response. Disseminate Year Two RFP
Partnerships	Promote recently established partnership with JFCS Pittsburgh for PFMIPRO Select agencies for Gimbal Foundation Digital Marketing Campaign	Develop efforts to update on enhancements to NJHSA Health Plan. Work with Gimbal and selected communities.	Continue efforts to identify partners to support Canadian member agencies. Report on impact in Dallas 2020. Explore Year Two with Gimbal Foundation.

Funding	Short Term (0-3 months)	Mid Term (3-6 months)	Long Term (6-12 months)
Collaboration with Jewish Funders Network's Affinity Group on Jewish Poverty	Affinity Group meeting in DC in November 2019. Representing NJHSA as member of newly established Steering Committee	Working with JFN to plan Affinity Group convening as part of JFN Conference in March 2020 in Florida and as part of NJHSA Conference in May 2020 in Dallas	Identifying opportunities for funding – *Weinberg Foundation has expressed initial interest related to national model for workforce services/Jewish poverty response
Legacy Heritage Fund	Processing year end reports from funded NJHSA member agencies	Submit final report to LHF in February 2020	Follow up with LHF
JFNA/ACL	Response to grant request expected in December 2019	Launch program, if funded	Ongoing reporting/monitoring
Weinberg Foundation	Interim Report – status of Year One to date	Plans for Year Two	Implementation of Year Two

NOTES to PROPOSED OPERATING BUDGET – 2020

CLARIFICATION FOR REVENUE:

Grants:

- Weinberg Foundation: Year Two of two-year grant to support Jewish Poverty Challenge initiatives.
- JFNA/ACL: Pending request to support Uniper Cares technology to address social isolation of Holocaust Survivors. If approved, pass through funding totaling \$267,350 will be allocated to 7 participating NJHSA member agencies and NJHSA will receive overhead funding of \$26,735.

Investment Contributions:

- Assuming year three of three-year phase in plan, previously approved by Membership Committee.
- Does not assume any new member agencies.

Executive Conference:

- Assuming continuation of meeting with comparable registration/sponsorship goals.

Annual Conference:

- Assuming \$70,000 in sponsorships and \$240k in registrations, small increase based on 2019 experience.

Regional/Themed Meeting:

- Assuming one in person or virtual meeting – content to be determined/conservative goal of at least 20 participants

Board and Committee:

- Assuming four board meetings for 2020

Allocations:

- Assuming flat allocations from 2019 Federation funding sources. Funding from JFNA Alliance ended in 2018 with funding decisions now being made by Federations independently.

Other Income Sources:

- Assuming flat revenue from Combined Federal Campaign
- Assuming revenue share from vendors consistent with 2019
- Assuming increase in contributions over 2019, to \$40,000.
- Investment income and other income based on 2019 activity

NOTED EXPENSES:

Personnel:

- Salaries: Maintains current staffing, includes 2% COLA salary increases (based on COLA for 2020 for Mid-Atlantic Region) and bonus agreement for CEO
- Retirement: Assumes 3% match for 403B plan for line staff and 10% match for CEO.

Professional:

- Consultation: Assumes \$65,000 in reserve for consultative support as needed (based on 2019 experience).
- Audit and Legal expenditures reflect costs for 2019 audit and related filings. Assuming \$2,000 for Legal expenditures.
- Washington Office expense: In keeping with terms of agreement with JFNA.
- Data Base: Licensing and maintenance support rt data base/CRM product/licensing.

Bank Fees & Interest:

- Contingency Fund: Projects new contribution of \$72,239 to Contingency Fund within NJHSA Investment Fund.

Supplies:

- Furniture rental: rental period ended in 2019 and office furniture was purchased and included in depreciation schedule.

Insurance:

- Reflects proposed insurance coverage for 2020.

Occupancy:

- NJ Rent: Current three-year lease for NJ office is ending April 2020. Lease is being extended for one year with no increase.

Conferences and Meetings:

- Conference Expenses reflect costs associated with 2019 annual and executive conferences
- Speaker Expenses reflect estimated costs for outside speakers for 2020 conferences

Printing and Publications:

- Website Development/Maintenance: Assuming increased expense of \$175 per month to support outside assistance in facilitating updates as needed (including new Board portal).

Dues and Subscriptions:

- Subscriptions/Licensing: includes Zoom, constant contact, agency locator on website, CRM.
- Memberships: Plans for National Human Services Assembly and JPRO.

NJHSA Budget 2020

[illegible]

Network of Jewish Human Service Agencies
Budget
January - December 2020

NJHSA Budget 2020

	Budget	YTD 2019		2020 Budget
		Actual 9/30/2019	YE Projection	
Allocations				
Federation Allocations				
St. Paul	1,000	0	1,000	0
Jewish Federation Northern New Jersey	5,000	2,500	5,000	5,000
Youngstown Area Jewish Federation	0	250	250	250
Greater Metrowest NJ Federation	5,000	5,000	5,000	5,000
Jewish Federation of Columbus, OH	2,750	0	2,750	0
Jewish Federation of Detroit	3,000	5,000	5,000	5,000
Jewish Federation of Milwaukee	356	356	356	356
Jewish Federation of Cleveland	7,800	7,800	7,800	7,800
Jewish Federation of Metro Chicago	7,000	0	0	0
Combined Jewish Philanthropies, Boston	1,106	0	1,106	0
Jewish Federation Greater Washington	2,500	0	2,500	0
Greater Miami Jewish Federation	4,000	5,000	5,000	5,000
Jewish Federation of Central NY	0	100	100	100
United Jewish Federation of Tidewater	0	1,093	1,093	1,000
The ASSOCIATED; Baltimore	0	0	3,000	3,000
Jewish Federation of Southern Arizona	0	200	200	200
Jewish United Fund of Chicago	0	6,000	12,000	12,000
UJA Federation - New York City	24,000	23,888	26,542	26,542
Total Federation Allocations	63,512	57,187	78,697	71,248
Other Income Sources				
Combined Federal Campaign	500	260	500	500
Contributions	35,000	30,766	35,000	40,000
Investment Income	2,000	1,799	2,000	2,500
Income - other	1,000	3,165	3,165	3,000
Unrealized Gain/Loss on Investments	7,000	20,803	20,803	15,000
Total Other Income Sources	45,500	56,793	61,468	61,000
Total Operating Revenue	2,198,468	1,187,949	1,265,278	1,564,964

Network of Jewish Human Service Agencies

Budget

January - December 2020

NJHSA Budget 2020					2020
	Budget	YTD 2019 Actual 9/30/2019	YE Projection		Budget
Operating Expenses					
<i>Personnel</i>					
Salaries	486,304	358,897	486,304		498,600
FICA Taxes	36,200	24,470	36,200		37,300
NJ Unemployment Taxes	12,100	3,454	12,100		12,500
PA Unemployment Taxes	1,900	271	271		300
MD Unemployment Taxes	1,400	26	26		175
Payroll Processing Fees	3,000	2,902	4,200		4,200
Employee Insurance Benefits	35,000	30,000	35,000		35,000
Retirement	42,000	30,361	42,000		42,000
Total Personnel Expenses	617,904	450,380	616,101		630,075
<i>Professional</i>					
Consultation Expenses	41,003	54,219	77,003		65,000
Audit and Legal Expenses	37,000	18,825	25,000		27,000
Contractual Accounting Fees	45,000	33,750	45,000		45,000
MIS Fees	21,000	14,529	21,000		24,000
Washington Office	36,000	24,899	40,000		42,000
Data Base Purchase	0	0	2,820		0
Staff Development	2,000	32	50		1,000
Staff Recruitment	1,000	0	0		500
Total Professional Fees	183,003	146,255	210,873		204,500
<i>Bank Fees & Interest</i>					
Canadian Exchange Fees	500	72	500		250
Bank Fees	18,000	10,521	18,000		14,000
Contingency Fund	0	0	0		72,239
Total Bank Fees & Interest	18,500	10,593	18,500		86,489

Network of Jewish Human Service Agencies
Budget
January - December 2020

NJHSA Budget 2020				
		YTD 2019		2020
	Budget	Actual	YE Projection	Budget
		9/30/2019		
<i>Printing & Publications</i>				
Printing & Publicity	3,000	303	1,500	500
Website Development / Maintenance	600	294	1,000	3,000
Total Printing & Publications	3,600	597	2,500	3,500
<i>Dues & Subscriptions</i>				
Council of Accreditation	6,250	0	3,750	3,750
Subscriptions / Licensing	1,000	5,526	5,526	7,300
Memberships	5,500	4,377	4,377	4,400
Total Dues & Subscriptions	12,750	9,903	13,653	15,450
<i>Depreciation</i>				
Depreciation Expenses	9,000	9,130	12,500	12,500
Total Depreciation	9,000	9,130	12,500	12,500
Total Operating Expenses	2,129,157	930,506	1,202,776	1,564,964
Excess Revenues Over Expenditures	69,311	257,444	62,502	0



Board Agreement 2019/2020

GENERAL PRINCIPLES:

Board Members: As a member of the board of the Network of Jewish Human Service Agencies (NJHSA), I understand and agree that I am responsible, collectively with my fellow board members, for effective governance of fiscally sound programs as well as the strategic directions of the organization. To that end, I understand my responsibilities require me to assist NJHSA to achieve its mission and reach its vision, as well as to understand the values of NJHSA and use them in my decision making.

NJHSA: On behalf of NJHSA we, as its Board Chair and Chief Executive Officer, understand that NJHSA is responsible to members of its Board to provide information, support and feedback necessary to permit them to fulfill their responsibilities, individually and collectively with other Board members, and on behalf of NJHSA commit the Network to conduct its affairs consistent with such obligations.

RESPONSIBILITIES OF BOARD MEMBERS TO NJHSA:

1. Act in accordance with bylaws, policies, and operating principles outlined in the Board Manual.
2. Meaningfully participate in establishing and overseeing NJHSA'S policies and programs.
3. Prepare for and attend (preferably in person, but when necessary by telephonic or other electronic means) a minimum of 75% of regular and special board meetings and actively participate in proceedings, using fair, independent judgment and due care in conducting the business of NJHSA.
4. Serve on at least one committee and participate in person or through teleconference in all regular committee meetings and actively contribute to the work of the committee.
5. Be accessible, at least by phone or e-mail, to consult with staff and other board members as needed.
6. Understand that individual Board member's direct management responsibility is limited to the selection and supervision of the chief executive.
7. Encourage and support staff, but avoid any interactions with staff that might be construed as supervisory or conflicting with the CEO's key areas of responsibility.
8. Be familiar with and approve NJHSA's budget.
9. Avoid all direct or indirect political campaign intervention (such as supporting or opposing candidates for public office) in the name of, or in a manner that implies the involvement of, NJHSA.

10. Participate in Board member orientation and ongoing board training and education to learn about NJHSA, clearly comprehend NJHSA financial reports and other NJHSA documents, and keep up-to-date on NJHSA programs, finances, and management.
11. Directly contribute to the financial well-being of NJHSA by making a meaningful financial contribution to NJHSA each calendar year and by attending NJHSA's conferences and trainings, through outreach to potential membership, vendors and funders for financial and in-kind support of NJHSA.
12. Share resources and talents with the organization, including expertise and professional and financial contacts.
13. Actively promote NJHSA, interpreting the organization's work and values to the community and values and serving as a representative when called upon to do so.
14. Interpret and communicate constituencies needs and values to the NJHSA, speak out on their behalf, serving as an advocate for them within the organization.
15. Promote and support NJHSA within my circles of influence — personal, business, faith, civic, etc.
16. Fulfill commitments within agreed-upon deadlines.
17. Maintain and promote high ethical standards including good-faith board decision making and avoiding an actual or perceived conflict of interest with other activities, interests, and/or organizations with which I may be involved.
18. Observe the organization's conflict-of-interest policy in letter and spirit, taking care to consult promptly and, as appropriate, disclose any conflicts that may arise in the course of my business or NJHSA.
19. Act care and loyalty and put the interests of NJHSA first, ahead of any personal interests or those of any member Agency with which I am associated.
20. Maintain the confidentiality of the private information of the organization, staff, member agencies, and other board members in accordance with NJHSA's confidentiality policy and applicable law.
21. Encourage and support an atmosphere of respectful, diverse and candid dialogue within the Board, encouraging articulation of good faith questions, concerns, and minority, dissenting or otherwise unpopular views within deliberations of the Board, helping to ensure that decisions have the benefit of the full diversity of views that may exist among its members.
22. Agree that in the event, for whatever reason, a Board member is no longer able to effectively fulfill their duties and responsibilities, they will immediately notify the board chair and work with staff and with the board chair to transfer any outstanding responsibilities to other members of the board.

NJHSA'S RESPONSIBILITIES TO ITS BOARD MEMBERS:

1. Provide a comprehensive Board Orientation for all new Board members in which all current Board members will be encouraged to participate.
2. Offer ongoing Board training and education including making appropriate staff and experts available at Board or committee meetings to discuss program and policy, goals, and objectives.

3. Develop and regularly update a Board Manual (available both in hard copy and electronic form) and, in connection therewith, maintain a dedicated Board portal on the NJHSA website.
4. Assure that the CEO, staff and others on the Board will respond in a straightforward and thorough fashion to any questions individual members feel are necessary to carry out their fiscal, legal, or moral responsibilities to NJHSA.
5. Schedule focused strategic planning (every 3-5 years) that will directly and effectively engage the Board in its organizational planning and policy development role.
6. Deliver timely financial reports and such other financial information that may be necessary to enable the Board to review and oversee NJHSA'S financial controls, operations and position.
7. Give ample and effective notice for all Board and committee meetings with the provision of teleconference options for those unable to attend meetings in person.
8. Conduct all Board meetings in a manner consistent with accepted rules of order.
9. Provide prompt drafts of all Board and committee meeting minutes and circulate proposed agendas and supporting materials for such meetings in advance (and, in the absence of special and unavoidable circumstances) at least one week prior to any Board or committee meeting.
10. To the extent permitted by law, provide and maintain indemnification from liability for a Board member's reasonable and necessary actions.
11. Maintain D&O and E&O insurance that is adequate as to both amount and coverage to protect members of the Board, employees and NJHSA itself from the risks customarily covered thereby.

Signed:

NJHSA Chief Executive

Board Member

NJHSA Board Chair

Dated:

2020-2023 STRATEGIC PLAN



NETWORK
of Jewish Human
Service Agencies

MISSION STATEMENT

Unifying the Jewish human service sector, the Network fosters high impact solutions, innovative practices and dynamic opportunities to strengthen member agencies to meet changing individual and community needs

Guided by the core Jewish mandate to "repair the world", the Network of Jewish Human Service Agencies embraces the following:

- ▶ IMPACT - achieving excellence as a catalyst and change agent for the Jewish human service sector
- ▶ DIVERSITY - fostering equity and inclusion in all Network initiatives
- ▶ LEADERSHIP - promoting best practices and advocating for the diverse needs of the sector
- ▶ VALUE - providing constructive resources to maximize member agency capacities
- ▶ INNOVATION - identifying and implementing creative and effective solutions to challenges
- ▶ CONNECTIVITY - leveraging the power that derives from a unified Network



VALUES



Expand relationship building efforts with other key advocacy groups



Ensure NJHSA presence and participation with other coalition groups to reflect full scope of persons served/services provided by Network member agencies.



Increase frequency of statements/op-eds

ADVOCACY

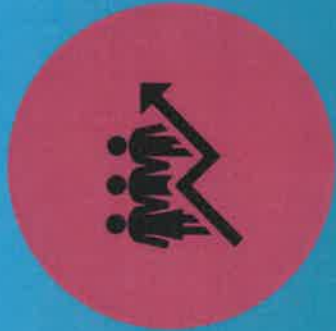
- ▶ Establish and maintain NJHSA Best Practice Registry for member agency use
- ▶ Operationalize membership database to collect and report on Network data
- ▶ Connect with key universities which are doing focused work in areas of NJHSA member agency interests



BEST PRACTICES

- ▶ **Advance innovation planning efforts to address two or three Network wide challenges each year**
- ▶ **Ensure ongoing training in the process of innovation to increase member agency capacity and to support the development of agency cultures which embrace innovation**
- ▶ **Establish partnerships with Centers for Social Innovation**
 - in US, Canada and in Israel

INNOVATION



ENSURE BENEFITS ARE PROMOTED
TO MEMBERS ON
AN ONGOING BASIS



DEVELOP PARTNERSHIPS WITH COALITION
GROUPS/ OTHER MEMBERSHIP
ASSOCIATIONS/GOVERNMENT
DEPARTMENTS/CORPORATIONS THAT HAVE
SHARED AGENDAS



SECURE MEANINGFUL BENEFITS
FOR MEMBER AGENCIES OUTSIDE OF
THE UNITED STATES

PARTNERSHIPS

Seek	Seek and implement meaningful grant opportunities in support of member agencies
Develop	Develop annual fundraising campaign which solicits donations beyond the Board
Continue	Continue to identify revenue sharing opportunities with affiliated vendors/partners

FUNDING: IN KEEPING WITH NJHSA OPERATING MODEL OF KEEPING MEMBER INVESTMENT CONTRIBUTIONS TO LESS THAN 50% OF OPERATING BUDGET, WITHIN FIRST 5 YEARS OF NJHSA OPERATIONS

MEMBER AGENCIES

- ▶ With Membership Committee, develop and administer robust outreach campaign to identify prospective members
- ▶ Launch NJHSA member database – and secure meaningful utilization by member agencies
- ▶ Ensure ongoing connections with existing members, including onboarding process for new member agencies and building connections beyond the CEO level

Administer

Develop and administer annual assessment process to ensure that Board membership reflects needed skill sets and diversity

Ensure

Ensure that Governance Committee and Nominating subcommittee develop robust and ongoing efforts to support nominating, onboarding and ongoing education efforts for Board members

Optimize

Optimize the utilization of the Board portal to facilitate ongoing communication between regularly scheduled meetings and to ensure access to relevant Board communication and governance documents as needed

BOARD

NJHSA STRATEGIC PLANNING COMMITTEE 2018/2019

- ▶ Perry Ohren, Chair
- ▶ John Colborn
- ▶ Anna Feldman
- ▶ Susan Friedman
- ▶ Jordan Golin
- ▶ Paula Goldstein
- ▶ June Gutterman
- ▶ Judy Halper
- ▶ Michael Hopkins
- ▶ Erik Lindauer
- ▶ David Marcu
- ▶ Lori Moss
- ▶ Brian Prousky
- ▶ Larry Reader
- ▶ Leah Rosenbaum
- ▶ Andrea Steinberg
- ▶ Aviva Sufian
- ▶ Reuben D. Rotman, Staff Liaison