



Jewish Family Service

of

Greater Harrisburg

Board Handbook

2021-2022

www.jfsofhbg.org

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About JFS

JFS Mission

JFS helps individuals and families meet life's challenges; we are a forward-thinking mental health and social service agency dedicated to helping people achieve their full potential while honoring choice, diversity, and Jewish values through every stage of life.

Key Beliefs

- The physical, spiritual, and psychological well-being of our entire community
- Helping families, in whatever form, through periods of challenge and difficulty
- Bringing parents and children, of whatever ages, together
- Supporting people with special physical, emotional or psychological needs to cope effectively
- Respecting the dignity and value of all our clients, staff and volunteers
- Making a difference in people's lives through service, for Jews and non-Jews alike

Our Values

JFS is guided by Jewish values in our efforts to fulfill our mission and serve every member of our community.

Respect for all people

“You shall love your fellow person as yourself” (Leviticus 19:18)

“Our Rabbis taught: We sustain the non-Jewish poor with the Jewish poor, visit the non-Jewish sick with the Jewish sick, and bury the non-Jewish dead with the Jewish dead to create peace in the community” (Babylonian Talmud, Gittin 61a)

Embracing Equality, Diversity & Equity

“Why was only a single specimen of man created first? To teach us that he who destroys a single soul destroys a whole world and that he who saves a single soul saves a whole world; furthermore, so no race or class may claim a nobler ancestry, saying, 'Our father was born first'; and, finally, to give testimony to the greatness of the Lord, who caused the wonderful diversity of mankind to emanate from one type.” (Mishnah Sanhedrin 4:5)

Commitment to Social Justice

“...This is the fast I desire: To unlock fetters of wickedness and untie the cords of the yoke to let the oppressed go free; to break off every yoke. Is it not to share your bread with the hungry, and bring the homeless poor into your house; when you see the naked to cover him, and not to hide yourself from your own flesh?” (Isaiah 58:6-7- Read on Yom Kippur/ The Day of Atonement to indicate that God prioritizes helping people above all else).

“It is a positive commandment, ordained by the rabbis, to visit the sick, to comfort mourners, to bury the dead, to provide for a bride, to accompany guests, to arrange for burial, to bear the bier on one’s shoulder, to go before the coffin and to mourn, to dig the grave and to bury the dead. Also to gladden a bride and groom and to provide for all their needs.” (Maimonides, Mishnah Torah, Shoftim, Avel, 14:1)

“Rabbi Hama, son of Rabbi Hanina taught: How can one ‘walk in the ways of God’ (as Deuteronomy 13:5 demands)? ...One should emulate the traits demonstrated in His actions. Just as He clothes the naked (citing Genesis 3:21, in which God is said to clothe Adam and Eve), so must you clothe the naked. Just as He visits the sick (citing Gen 18:1 in which God is said to visit Abraham after his circumcision), so must you visit the sick. God buried the dead (citing Deuteronomy 34:6, where God is said to bury Moses), so must you bury the dead.”

Adoption & Foster Care

“One who raises an orphan in his home, it is as if he had given birth to him.” (Babylonian Talmud, Sanhedrin 19b)

Tzedakah/ Philanthropy

“Charity is equal in importance to all other commandments combined.” (Babylonian Talmud, Baba Bathra 9a)

“If, however, there is a needy person among you ... do not harden your heart and shut your hand against your needy kinsman. Rather you must open your hand and lend him sufficient for whatever he needs.” (Deuteronomy 15:7-8)

Our History and Services

Founded in 1964, Jewish Family Service of Greater Harrisburg has helped individuals and families reach their full potential and achieve health, wholeness and stability through our human and social services. JFS services are delivered with compassion, respect and dignity to all members of the community, without regard to age, race, religion or creed, sexual or gender orientation, disability, or socio-economic status.

JFS departments include:

- Adoption, Foster Care and Post-Permanency Services;
- Outpatient Mental Health Counseling for children, teens, families, adults and seniors, including intensive interventions for families in crisis through our Family Based Mental Health Therapy program; and,
- Community Outreach Programs including Emergency Financial Assistance and Case Management, a Community Food Pantry and a Kosher Meals on Wheels to low-income, homebound seniors in Dauphin County.

When JFS was established, its mission revolved around providing services to members of the Jewish community who were denied services at other agencies due to discriminatory practices or were seeking help in a more culturally appropriate setting. Initial offerings included adoption and foster care services, Kosher Meals on Wheels, and mental health counseling. At the time of our inception, these programs almost exclusively served members of the Jewish community, yet as both the agency and the community have evolved, we estimate that 85% of our current services are provided for non-Jewish members of the Harrisburg community.

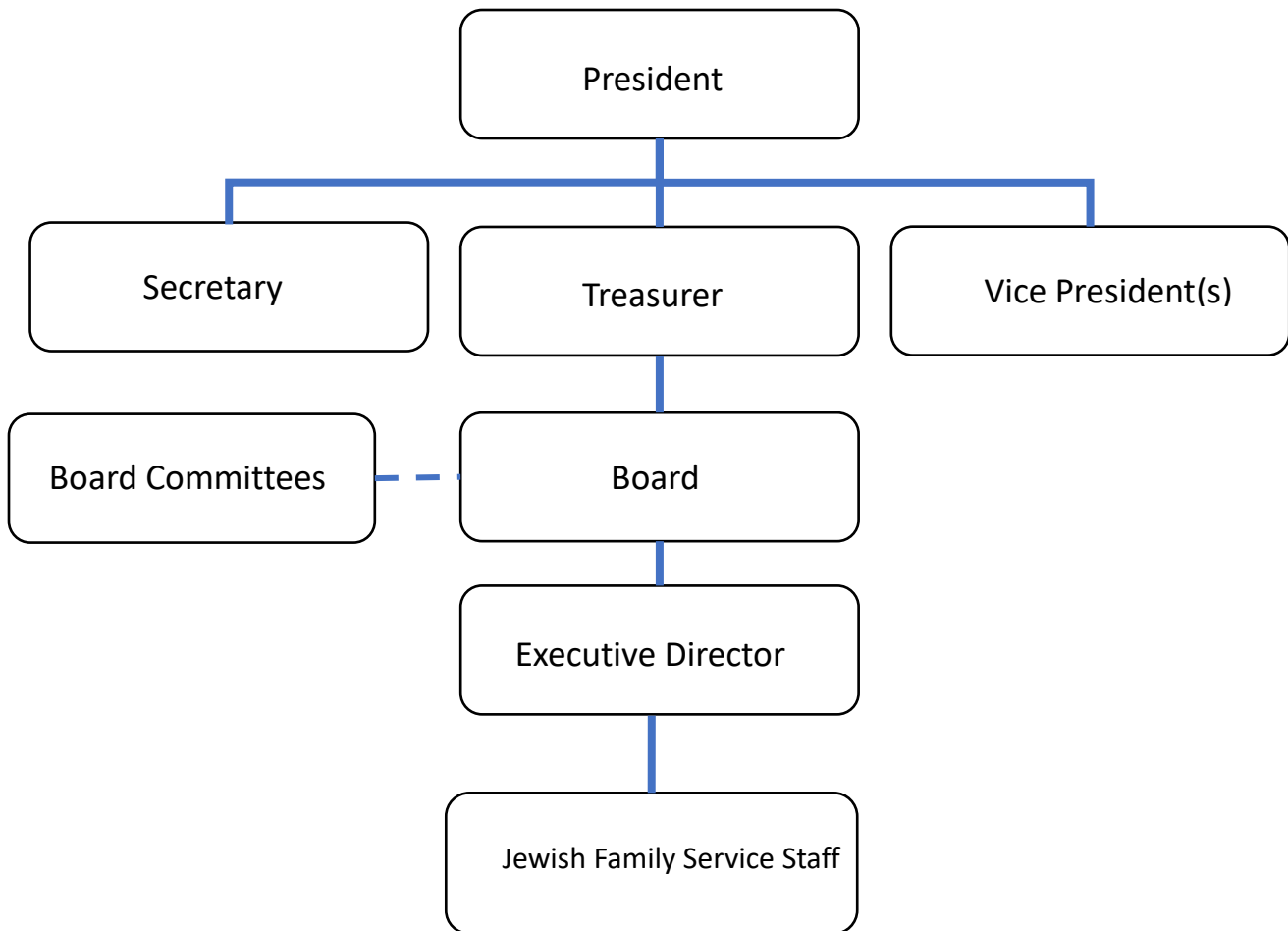
We provide our services with compassion, respect and dignity to all members of our community without regard to age, race, religion or creed, sexual or gender orientation, disability, or socio-economic status. Driven by our Jewish values and commitment to excellence, the life-changing services of JFS are provided by highly professional staff, enhanced by dedicated volunteers and board members and sustained by our generous donors, foundations and sponsors.

JFS is also part of the Network for Jewish Human Services Agencies (NJHSA). The Network is an international membership association of more than 140 nonprofit human service agencies in the United States, Canada and Israel. Its members provide a full range of human services for the Jewish community and beyond, including healthcare, career, employment and mental health services, as well as programs for youth, families and seniors, Holocaust survivors, immigrants and refugees, persons with disabilities and caregivers.

The Network strives to be the leading voice for the Jewish human service sector. As the go-to resource for advocacy, best practices, innovation and research, partnerships and collaborations, The Network strengthens agencies so they can better serve their communities. For more information on NJHSA, go to [NJHSA](#)

Jewish Family Service of Greater Harrisburg Board

Board structure



Roles and descriptions

Board President

As per JFS by-laws: The board president is an ex-officio member of all committees. The President shall administer the Bylaws of Jewish Family Service and execute the decisions of its Board of Directors. The President shall have general responsibility for the affairs of Jewish Family Service, subject to all of the rules, regulations, and resolutions of the Board of Directors.

Description: The board president sets the tone for the board's performance. S/he is a principal partner to the executive director in fulfilling JFS's mission and setting and implementing strategies to reach our vision. The President leads board and executive committee meetings, oversees executive director searches and coordinate the executive director's annual evaluation. S/he is in regular communication with the JFS executive director and acts as an important JFS's spokesperson.

Officers

As per JFS by-laws: The officers shall be President, a minimum of three Vice Presidents, and Treasurer. The President may appoint other Vice Presidents as needed. The Immediate Past President shall serve as an officer at the President's discretion for one year immediately following his/her term.

The vice president typically:

1. Serves on the executive committee.
2. Carries out special assignments requested by the board president.
3. Understands the responsibilities of the board president and performs these duties in the president's absence.

The secretary typically:

1. Serves on the executive committee.
2. Ensures the safety and accuracy of all board records.
3. Drafts, or more commonly reviews, board minutes.
4. Assumes the responsibilities of the president in the absence of the board president and vice president.
5. Provides notice of board or committee meetings when required.

The treasurer typically:

1. Understands financial accounting for nonprofits.
2. Serves as chair of the finance committee.
3. With the finance committee, manages the board's review and actions related to its financial responsibilities.
4. With the executive director, ensures appropriate and timely financial reports are made available to the board.
5. As finance committee chair, presents the annual budget to the board for approval.
6. Reviews the annual audit and works to address any material shortcomings.

Committee Chairs

Typically, the work of the board happens in committees. The board has¹:

1. Executive
2. Finance
3. Governance
4. Resource Development
 - a) Events
5. Marketing

Committee chairs:

1. Work with assigned staff members on committee goals, meetings, and follow-up.
2. Lead committee meetings.
3. Delegate tasks to committee members.
4. Report to the full board on the committee's progress against goals and recommend actions for board consideration.
5. Consult with the board president and executive director on a leadership pipeline for the committee.

¹ Bylaws currently include Total Quality Committee, a defunct committee from when JFS sought accreditation. This committee is expected to be removed in the upcoming Bylaws review and revisions. It has also been recommended that the board consider creating a social action committee and subsume the Events committee under the Resource Development committee.

Meeting guidelines

As per by-laws: There shall be at least six (6) regular meetings of the Board of Directors annually.

Board meetings are forums for debate and action on issues of strategic importance and where the board's mandated business is conducted through discussion, resolutions, and votes.

Job Description

The role of JFS board is weighty yet circumscribed. The board's role is not to program, manage, or operate, which are the roles of hired professionals. Rather, its role is governance. The board is legally charged with oversight for JFS.

A board member has a fiduciary relationship to JFS, with all the actions of the fiduciary (or board member) performed for the advantage of JFS.

That's a weighty commitment. To fulfill it, an effective board member:

1. Keeps track by carefully reviewing JFS's financial reports quarterly or more frequently if a member of the Finance Committee. S/he reads JFS's promotional materials, press releases, and reports.
2. Participates when they can help. Board members should actively participate on a committee, where the real work of the board is accomplished.
3. Attends board and committee meetings, where interaction with fellow members provides insight into JFS's work and impact.
4. Supports programs and events by attending events, buying tickets, and providing necessary leadership for fundraising events.
5. Cultivates the interest and support of others and participates in soliciting contributions however they're comfortable.

Committees

Committees' charges, scope of work, and membership for new board members. How to encourage membership

- a) Executive Committee
- b) Finance Committee
- c) Governance Committee
- d) Resource Development committee /Events committee
- e) Marketing Committee

Bylaws – See Appendix A

Financials – Click [here](#) to review the JFS financials for the past three years.

Board member Policy Documents

Whistleblower policy – Appendix B

Fundraising/Development

Telling JFS story / Sample Elevator speech

Since 1964, JFS of Greater Harrisburg has helped thousands of people lead happier, healthier more productive lives through our incredibly high quality social and human services. We've helped close to 5,000 children find loving and permanent families through our foster care and adoption programs, and we estimate that we've served over 200,000 meals to homebound seniors through our Kosher Meals on Wheels program. We provide outstanding mental health services for children, families and individuals, we give thousands of dollars each year in financial assistance to people in need to help them get back on track and we have the only kosher food pantry in the community. While we have a special obligation to serve members of the Jewish community, our deep commitment to social justice means that we will serve anyone in Greater Harrisburg, with compassion and respect regardless of religion, race, socio-economic status, sexual orientation, gender identity, or disability.

NOTES & FUTURE MATERIALS

Appendices

Appendix A – JFS By-laws

BYLAWS OF JEWISH FAMILY SERVICE

ARTICLE I

NAME AND MISSION

1.1 The organization shall be called: JEWISH FAMILY SERVICE OF GREATER HARRISBURG, INC. (hereinafter referred to as “Jewish Family Service”). It is a constituent agency of the United Jewish Community of Greater Harrisburg.

1.2 Jewish Family Service helps individuals and families meet life’s challenges; we are a forward-thinking mental health and social service agency dedicated to helping people achieve their full potential while honoring choice, diversity, and Jewish values through every stage of life.

ARTICLE II

RELATIONSHIP WITH THE UNITED JEWISH COMMUNITY OF GREATER HARRISBURG

2.1 The policies and programs of Jewish Family Service shall be consistent with the Relationship Agreement signed 2/08/01 and attached to these Bylaws.

ARTICLE III

OFFICERS

3.1 The officers shall be President, a minimum of three Vice Presidents, and Treasurer. The President may appoint other Vice Presidents as needed. The Immediate Past President shall serve as an officer at the President’s discretion for one year immediately following his/her term. Officers shall be elected at the July or August meeting of Jewish Family Service. Preference should be given to those serving on the Board of Directors.

3.2 Terms of Office

3.2.1 The terms of office for officers shall be two (2) years, except the term of office for the Immediate Past President shall be one (1) year. No officer shall serve more than two (2) consecutive terms in a given office or four (4) terms as an officer except the Immediate Past President shall serve as an Officer at the President’s request regardless of term limits. If an officer leaves a position prior to the two year term, his/her partial term shall be computed as a full term. An officer may resign for any reason after providing notice to the Executive Committee.

3.2.2. The Immediate Past President shall serve as officer for one year immediately following his/her term at the discretion of the President.

3.3 Vacancies in Office

3.3.1 A vacancy in the Office of President shall be filled for the unexpired term by the Vice President of Governance. The Vice President of Governance shall perform all of the duties of the President in the President’s absence or inability to attend to his/her duties. If the Vice President of Governance is unwilling or unable to fill the position, the Presidency shall be filled by majority vote of the Governance Committee.

3.3.2 Vacancies in any other office shall be filled by appointment for the unexpired term by the President, on recommendation of the Nominating Committee, if any, and upon majority approval of the Governance Committee.

3.4 Duties of Officers

3.4.1 President The President shall preside at all regular board meetings of Jewish Family Service. The President shall be an ex-officio member of all committees. The President shall administer the Bylaws of Jewish Family Service and execute the decisions of its Board of Directors. The President shall have general responsibility for the affairs of Jewish Family Service, subject to all of the rules, regulations, and resolutions of the Board of Directors.

3.4.2 Committees

3.4.2.1 A Vice President, appointed by the President, shall chair the Governance Committee; with guidance from the President, shall staff the Strategic Planning, Bylaws and Nominating Committees; and shall perform such other duties as may be directed by the President.

3.4.2.2 A Vice President, appointed by the President, or the President, shall chair the Total Quality Committee. The Total Quality Committee shall consist of the Executive Director, a cohort of the heads of the Departments of JFS chosen by the Executive Director and approved by the President, and at least one person with subject matter expertise in the current programs of JFS.

3.4.2.3 A Vice President, appointed by and with guidance from the President, shall staff the Resource Development Committee and shall perform other duties as may be directed by the President.

3.4.2.4 The Treasurer will serve as chairperson of the Finance Committee; shall review the fiscal records of Jewish Family Service; shall serve as advisor on financial matters; and shall perform other duties as may be directed by the President. The Treasurer shall be an active participant in the audits of the agency.

3.4.3. The President or Executive Director shall appoint a person from the Board or staff to keep a record of all resolutions, motions, and votes thereon, as well as minutes of all proceedings.

ARTICLE IV

BOARD OF DIRECTORS

4.1 The governance of Jewish Family Service shall be vested in the Board of Directors. The Board of Directors shall consist of between twelve to twenty persons (12-20), two (2) of whom shall be appointed by the President. The remaining members shall be elected at the July or August Board meeting by the majority of the current Board of the Jewish Family Service at the recommendation of the Nominating Committee.

4.2 Terms of Office

4.2.1 Directors shall be elected to office for a term of two (2) years. A director may be elected to three, two-year terms, but may not be elected to a fourth consecutive two-year term. A director may be reelected to the Board after a lapse of one year following the completion of three terms in office. Any partial term shall count as a full-term for determining director term limits. An officer may return to the Board as a director. He/she may serve a maximum of three (3) terms as a director exclusive of the time spent as an officer.

4.2.2 The terms of office of Directors shall be staggered, with one-half (1/2) of the Board elected each year.

4.3 Vacancies Vacancies occurring on the Board during the period between elections shall be filled as soon as practical. Vacancies shall be filled by the Governance Committee and approved by majority vote of the Board. These vacancies shall be filled for the remainder of the original term only.

4.4 Absences If a member of the Board of Directors is absent from three consecutive Board meetings, without sufficient excuse sent to the President, his/her office may be declared vacant. The member shall be notified by the President the month prior to declaring the office vacant.

4.5 Removal from the Board If a member of the Board of Directors is charged with a violation of the criminal laws or the Ethics policy of the JFS Bylaws, it will be considered grounds for removal from the Board.

4.6 Director's Liability A Director shall not be personally liable for monetary damages for any action taken, or for any failure to take any action, as a director, unless (1) the director has breached or failed to perform the duties of his/her office under Section 513 of Title 15 of the Pennsylvania Consolidated Statutes, and (2) the breach or failure to perform constitutes self-dealing, willful misconduct or recklessness. A Director shall be personally liable pursuant to any criminal statute or to the liability of a director for the payment of taxes pursuant to local, state or federal law. No amendment to or repeal of this, Section 4.6, shall have any effect on the personal liability for monetary damages of any director of the corporation for, or with respect to, any act or omission of such director occurring prior to such amendment or repeal.

Any director who is made a party to or is involved in any action, suit or proceeding by reason of the fact that he or she is or was a director or officer of the corporation shall be indemnified and held harmless by the Corporation to the fullest extent permitted or authorized under the law of Pennsylvania.

4.7 Asset Acquisition, Retention, and Disposition The Board of Directors shall have the authority to acquire, retain and dispose of the assets of JFS in any manner consistent with its mission. In the event of the dissolution of Jewish Family Service, all of its assets shall be transferred to a non-profit agency to be used for strengthening the Jewish community. Nothing in the Article shall prohibit the transfer of the assets to a non-profit corporation created for the purpose of continuing the services of JFS.

In the event that AdoptionLinks is no longer a functioning program of Jewish Family Service, all the files and information pertaining to AdoptionLinks shall be transferred to another 501(c)3 adoption agency.

ARTICLE V

NOMINATIONS AND ELECTIONS

5.1 Board Development/Nominating Committee. At the beginning of his/her term, the President and his/her Vice Presidents shall determine if a separate Board Development/ Nominating Committee is needed. If established, the Board Development/Nominating Committee shall consist of at least three (3) members. The Board Development/Nominating Committee shall function throughout the President's administration and shall submit names to fill vacancies. In the absence of a separate committee, the Governance Committee shall act as the Board Development/Nominating Committee.

5.2 Submission of the Slate By June 1st, the Board Development/Nominating Committee shall inform the Board of Directors of its proposed Slate.

5.3 Nominations by Petition Nominations may also be made by a written petition from any officer or director in good standing and submitted to the Chairman of the Board Development/Nominating Committee, or First Vice President, not later than fifteen (15) days after the report of the Board Development/Nominating Committee is circulated to the Board, provided written consent of the person nominated is included.

5.5 Voting

5.5.1 In the absence of additional nominations, the report of the Board Development/Nominating Committee shall become the electoral ballot. In the event of more than one candidate for any office, voting shall be by closed ballot. The President shall conduct the election and announce the results of the vote.

5.5.2 Directors shall be elected by a majority of the directors currently serving at the July or August meeting of the Board of Directors. Voting can be in person or by proxy. If by proxy, voting shall be to the Chair of the Nominating Committee or other person as directed at the time and in the manner specified by the Nominating Committee.

ARTICLE VI MEETINGS

- 6.1 The Annual Meeting of Jewish Family Service shall be held in either September or October.
- 6.2 There shall be at least six (6) regular meetings of the Board of Directors annually.
- 6.3 Special meetings called at the request of five (5) members of the Board of Jewish Family Service shall be scheduled within twenty (20) days of the receipt of a written request.
- 6.4 Quorum: The Majority of Board members shall constitute a quorum.

ARTICLE VII COMMITTEES

7.1 Within one month of election, the President shall appoint a chairperson and members for each standing committee from among those serving on the Board and in accordance with these Bylaws. The President may establish and appoint chairpersons and members to other ad hoc committees as necessary. Unless otherwise specified, committee members shall serve a two (2) year term and may be eligible for re-appointment. All Board members are expected to join at least one committee. The Committees shall meet as often as necessary to achieve the goals of JFS. The President shall be an ex officio member of all committees.

The standing committees are: Executive/Finance, Governance, Total Quality, and Resource Development Committees.

7.2 Executive Committee

7.2.1 The Executive Committee shall consist of the elected officers and, if serving, the immediate past president. The President shall serve as chairperson of this committee.

7.2.2 The Executive Committee shall meet monthly, upon the call of the President, or by request of five (5) members of the Board.

7.2.3 The Executive Committee shall have the authority to act upon all matters requiring Board action between regular Board meetings.

7.2.4 At each Board meeting, the Executive Committee shall report on any action taken in the interim between meetings.

7.2.5 The Executive Committee shall be responsible for the annual evaluation of the Executive Director of Jewish Family Service.

7.2.6 The Executive Committee shall function as the Finance Committee unless a separate Finance Committee is established. The Finance Committee shall also consist of the Executive Director and other people possessing expertise as recommended by the Treasurer and approved by the majority of the Executive Committee. The chairperson shall be the Treasurer.

7.2.6.1 The Finance Committee shall study and review the financial status of Jewish Family Service every month and submit recommendations to the Board as required.

7.2.6.2 The Finance Committee shall work with the Executive Director to formulate an annual budget for the agency. This budget shall be submitted to the Board for its approval. The Finance Committee may, from time to time, submit amendments to the budget for the current fiscal year, which may be adopted by majority vote of the Board.

7.2.6.3 The Finance Committee will review the independent audit on an annual basis.

7.3 The Total Quality Committee

7.3.1 The Total Quality Committee shall act as an overview body, ensuring that our program services meet appropriate outcomes, outputs and benchmarks. To that end, it will review the performance and quality of programs and support staff in working toward compliance with the JFS Performance Quality Improvement (PQI) process. The committee shall submit recommendations to the Board no less than two (2) times a year while ensuring the confidentiality of client records. .

7.3.2 The committee shall consist of at least three (3) members, one (1) of whom shall be a clinician chosen for his/her clinical expertise. The Total Quality Committee shall be chaired by the President or one of his/her Vice Presidents.

7.4 Governance Committee

7.4.1 The Governance Committee shall consist of at least three (3) members. A Vice President shall be the chairperson and have the discretion to call upon non-members of the Board to serve on the committee.

7.4.2 The Governance Committee shall oversee matters of corporate governance for the board including formulating and recommending governance principles and policies. The Governance Committee shall regularly review the Bylaws, shall acts as or formulate the Board Development/Nominating Committee, shall engage in strategic planning, and shall monitor and improve board engagement and development.

7.4.3 The Governance Committee shall develop and interpret personnel policy; review and recommend annual salary scales for all positions; screen and interview applicants for the position of Executive Director; report to the Board on any meetings, actions or recommendations; hear the appeal of any employee concerning dismissal or disciplinary action made by the Executive Director within ten (10) days of such employee request. In the matter of employee appeals, the decision of the Governance Committee is final.

7.5 Resource Development Committee

7.5.1 The Resource Development Committee shall consist of at least three (3) members. The Resource Development Committee shall be chaired by the President or one of his/her Vice Presidents. The chairperson shall have the discretion to call upon non-members of the Board to serve on the committee.

7.5.2 The duties and responsibilities of the Resource Development Committee shall be to plan and oversee the raising of funds from sources not associated with operations, grants or allocations and other duties as directed by the President

ARTICLE XIII

EXECUTIVE DIRECTOR

8.1 The Executive Director shall be the responsible executive and administrative head of Jewish Family Service and shall have general supervision and charge of its work. The Executive Director shall be hired by the Board of Directors and shall be directly accountable to the Board.

8.2 The Executive Director shall administer the activities of the agency under the general direction of the Executive Committee. The Executive Director shall function in conformity with the policies and procedures provided. The Executive Director shall keep the Board regularly informed concerning the affairs and activities of Jewish Family Service and any special problems encountered in the administration thereof.

8.3 The Executive Director shall attend or be represented by a designee at all meetings of the Board, its standing and ad hoc committees, with the exception of those held for the purpose of reviewing his/her performance, status, or compensation.

8.4 The Executive Director, (in consultation with the Governance Committee), shall be responsible for the employment, supervision, promotion and replacement of staff.

8.5 The performance expectations of the Executive Director shall reviewed by the Executive Committee periodically, but at least annually.

ARTICLE IX
FINANCES

9.1 Non-payroll funds of Jewish Family Service may be disbursed only upon the signatures of any two (2) Officers having bank authorization. Payroll funds may be disbursed upon the signature of the Executive Director, in strict accordance with the rules set by the Finance Committee.

ARTICLE X
AMENDMENTS

10.1 Presentation

10.1.1 Amendments to these Bylaws shall be formulated by or submitted in writing to the Governance Committee.

10.1.2 The Bylaws shall be reviewed, and, if necessary, amended in the first year of any Presidential Term. Additionally, a written petition for amendment to the Bylaws can be made by any Board Member in good standing at any regular board meeting by submitting the petition to any member of the Bylaws Committee. The Bylaws Committee shall submit its recommendation concerning the proposed amendment to the Board for further action as appropriate.

10.2 Distribution After review by the Bylaws Committee, amendments and the recommendation of the Bylaws Committee with regard thereto shall be sent to each member of the Board. Following this notice, the amendment shall be voted upon at the next scheduled meeting of the Board of Directors.

10.3 Adoption A majority of the Board of Directors shall be necessary for adoption of Amendments.

ARTICLE XI
PARLIAMENTARY AUTHORITY

11.1 The proceedings of all meetings shall be governed by these Bylaws and in all points not covered thereby, by the current ROBERT'S RULES OF ORDER.

ARTICLE XII
ETHICS POLICY

12.1 This Agency shall function in accordance with the Ethics Policy which is incorporated herein.
OUR PRINCIPLES ARE:

To Inspire and Lead
a spirit of volunteerism and giving to our community.

To Lend Support
to those who seek to comfort, care for
and nurture those in need.

To Be Efficient and Effective
in our operation in order to minimize costs
and maximize benefits available for those we serve.

To Be Careful Stewards
of our agency's trust, funds and future.

12.2 The ethical charge of JFS is the business of helping people. Our most important asset is the trust of our community; our one and only product is the betterment of the lives of those in our community who are in need.

12.3 We have the obligation to minimize the costs we incur in providing our services so as to maximize the benefits we may provide to those who need them.

12.4 We will conduct ourselves and our actions in accordance with the highest ethical standards at all times.

12.5 It is the policy of our agency to comply with all laws governing its operations and to conduct our affairs in keeping with the highest moral, legal and ethical standards.

12.5.1 Compliance with the law means not only following the letter of the law but conducting business in a manner by which we will deserve and receive recognition as a good and law-abiding citizen of the charitable community.

12.5.2 There is both a management and individual obligation to fulfill the intent of the policy. Any clear infraction of applicable laws or our ethics policy will subject an employee to disciplinary action, which may include reprimand, probation, suspension, reduction in salary, demotion, or dismissal, depending on the seriousness of the offense.

Specifically, we will follow these ethics and policies:

12.6 Governance of the Organization Jewish Family Service of Greater Harrisburg, Inc, is an organization which will follow ethics and policy guidelines established by a volunteer Board of Directors. Terms established for Board service in the bylaws shall allow for continued diversity and ongoing input from the community.

12.6.1 The Board shall take an active role in the governance of Jewish Family Service of Greater Harrisburg, Inc., and may not transfer responsibility for the oversight of the organization to the Executive Director or any paid staff member. Members of the Board of Directors shall not receive a salary or fee for their services on the Board.

12.6.2 In addition, the Executive Director, the staff, the officers and directors shall, through daily conduct, exemplify the values and ideals of JFS.

12.6.3 It is our intent that the Bylaws of JFS shall at all times conform to the letter of the ethics policies herein, as well as the intent behind them.

12.7 Potential Conflicts of Interest

12.7.1 Personal Conflicts The integrity and reputation of JFS can be adversely affected when the personal interests of employees, appointees, officers or directors in businesses and other concerns conflict, or even appear to conflict, with the interests of our organization.

12.7.2 Therefore, JFS will not purchase goods or services from any company or group in which a JFS employee, appointee, officer or director or member of his or her family or a JFS donor owns a financial interest (except for ownership of less than 5% of the stock of a public company), or has a significant association, if comparable goods or services are available from another supplier at a lower cost. Any purchase of such goods or services from an employee, appointee, director, or officer shall be with the informed consent of the Board.

12.7.3 Any potential conflict with respect to any of the foregoing shall be fully disclosed in writing to the JFS Executive Director and specific prior approval of the Board of Directors must be obtained before engaging in any such activity.

12.7.4 The intent of this policy is not to prevent those who are associated with JFS or who lend their support to JFS from providing resources which may be of benefit to our organization's work. Rather, it is to prevent unethical conflicts of interest, or the appearance of such conflicts, in the conduct of our daily business.

12.7.5 The Board of Directors shall review and sign the Conflict of Interest Policy annually.

12.8 Donor and Interagency Conflicts The integrity and reputation of JFS can be impaired when a donor or other agencies and organizations attempt to influence the functioning of JFS to further their goals to the detriment of JFS' mission. To avoid any unintended harm, any directed gift, grant by a donor or by another agency in excess of fifty dollars (\$50.00) must be reported to the Executive Committee. Upon receipt of such a gift or grant, the Executive Committee shall assess whether the impact of the gift will be in conformity with JFS' mission, goals and ethics policy and inform the board of any potential conflicts.

12.9 Gifts, Favors, Entertainment and Payments Received

12.9.1 No JFS employee, appointee, officer or director, acting in such capacity, shall directly or indirectly accept for his or her personal benefit any gifts, payments, fees, services, special privileges (other than common courtesies usually associated with accepted business practices), vacations, pleasure trips, use of recreation facilities or vacation homes, loans (other than conventional loans from lending institutions) or other favors from any person or business organization that does or seeks to do business with JFS.

12.9.2 In cases where there is a question regarding acceptance of gifts, favors, entertainment, and payments not covered by the above, the matter shall be referred to the Executive Director, or, in case of receipt by the Executive Director, shall referred to the President of the agency for decision and proper disposition.

12.10 Improper or Unethical Payments and Inducements

12.10.1 No JFS employee, appointee, officer or director, acting in his or her capacity as such, shall promise, give, solicit or receive, either directly or indirectly, any benefit, consideration or financial gain for illegal, improper or unethical purposes.

12.10.2 Benefit, consideration, or financial gain" includes anything of value or advantage, tangible or intangible, services rendered or promised to be rendered, or influence exercised or promised to be exercised.

12.10.3 The following are examples of prohibited activities: A bribe of any kind, meaning a secret payment or hidden inducement which will personally benefit an individual with the intent to achieve a desired result. Payment of an excessively high fee in relation to the value of goods or

services received. Payment of consideration for a purpose different from the stated purpose or use.

12.10.4 It is in the best interests of JFS to avoid even the appearance of impropriety and to further avoid practices which might give use to potential abuse. The concern of JFS is not simply whether a particular payment or action is technically legal or unethical and might eventually create a climate conducive to the development of questionable business practices.

12.11 Use of Funds and Resources for Compensation, Travel and Entertainment

12.11.1 No JFS employee, appointee, officer, or director and member of his or her family shall use JFS funds or resources for improper personal betterment or gain. Such funds will be used solely to further the businesses of JFS on behalf of our supporters and contributors, and we will exercise careful stewardship of their donations at all times.

12.11.2 It shall be our goal to secure donated goods and services for fund raising functions. Should donated goods or services not be available or cost-effective to use, we will plan and conduct such functions at a proper level of expense required to obtain the intended result while avoiding the appearance of lavishness or expense for personal pleasure (as opposed to the benefit of JFS).

12.11.3 In no case shall travel and business expenses be allowed which are deemed excessive or not in keeping with the goal of a charitable organization, which is to maximize funds available for the needy in our community. We will always keep in mind that funds which are expended for such events might otherwise be used to help those in need in our community.

12.11.4 As part of each annual audit, the Finance committee of JFS shall verify in writing that the compensation, travel and entertainment expenditures are in accordance with the ethical policies set forth herein.

12.11.5 The books, policies and records of JFS will be open for the inspection of the public.

12.12 Speculation and Improper Use of Business Opportunities

12.12.1 The use for personal profit of “insider information” by employees, appointees, officers, directors, or their family members is strictly prohibited.

12.12.2 No JFS employee, appointee, officer or director or member of his or her family shall acquire real estate, businesses, goods or commodities which they know the agency may be interested in acquiring or purchasing if such action is taken with the intent of reaping personal profit by the transaction.

12.13 Compliance with Ethics and Policies

12.13.1 For the protection of both JFS and its supporters, it is essential that all employees, appointees, volunteers, officers and directors promptly file with the President of JFS a full written account of any possible violations of these policies.

12.13.2 No individual is expected to know with certainty in every situation whether there is a violation of policy, but he or she is always expected to exercise sound discretion and, in doubtful cases, to err on the side of caution. An individual violating these policies is subject to appropriate disciplinary action and to an action against him or her for recovery of funds and property by JFS.

12.13.3 Moreover, disciplinary measures will apply to all staff members who direct or approve of illegal or unethical action, or have knowledge of it and do not move promptly to correct it. Appropriate disciplinary measures also will apply to any staff member who fails to carry out his or her responsibility to ensure that all employees and volunteers reporting to them are informed about this policy.

12.13.4 It is the intent that all employees and volunteers of JFS review and acknowledge understanding of this ethics policy on a regular basis; and that all new employees and volunteers are made aware of such. Kosher Meals On Wheels volunteers, and volunteers which provide limited assistance for a specific project do not need to be apprised of this policy.

12.13.5 In general, it is our policy that all business activities be conducted in such a way that JFS would be proud to make full disclosure, without embarrassment or public disgrace, if called upon to do so.

Appendix B



Jewish Family Services of Greater Harrisburg **WHISTLEBLOWER POLICY**

Purpose

Jewish Family Services of Greater Harrisburg (JFS) is committed to maintaining the highest standards of ethical conduct. Given its mission and responsibilities, all employees, Board members, and lay volunteers have an obligation to preserve the organization's reputation and standing in the community, to uphold the public trust, and to act in an ethical and lawful manner.

Policy

As part of its overall commitment to ethical conduct, JFS has established this Whistleblower Policy. The Policy has been implemented to encourage employees, Board members and volunteers to make good faith reports confidentially and without fear of reprisal of (i) possible violations of Federal or State laws or regulations, (ii) possible infractions of the rules and organizational policies of JFS, or (iii) other concerns they may have regarding the organization's business practices.

JFS board and staff have implemented policies that detail and define appropriate behavior. These include a Code of Ethics policy and a Conflict of Interest Policy. It is the intent of this Policy to encourage the good faith reporting of suspected violations of these JFS policies.

The matters that should be reported under this Policy include suspected fraud, theft, embezzlement, accounting or auditing irregularities, bribery, kickbacks, conflicts of interest, suspected compliance or ethics issues, or abuse, waste or misuse of government reimbursement of the JFS's assets. (Human resource issues, discrimination or harassment can also be reported using this Policy's mechanisms, but should more typically be handled as is outlined in JFS Employee Handbook.)

Confidentiality and Non-Retaliation

Anyone who comes forward with a good faith report of suspected illegal or unethical behavior on the part of any JFS staff member, Board member, or volunteer shall be treated with respect and dignity, and will be entitled to privacy and confidentiality to the greatest extent possible. Moreover, no one who makes a good faith report under this Policy will be subject to any form of retaliation, harassment or adverse employment decision by virtue of having made such a report. Any other employee who engages in such retaliatory behavior will be subject to disciplinary action, including possible termination from employment.

Reporting Process

Directors, officers, employees, and volunteers should share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, employees and volunteers should report to the Chair & Executive Director.

However, if an employee or volunteer is not comfortable speaking with the Chair & Executive Director or is not satisfied with the response, that employee or volunteer is encouraged to report to any officer of the Board or the chair of the JFS's Finance Committee.

Anyone wishing to make a report may do so to any one of the following individuals:

- 1) The Chair of the Board of Directors

2) The Treasurer

3) The Executive Director of JFS

My signature below indicates my receipt and understanding of this policy. I also verify that I have been provided with an opportunity to ask questions about the policy.

Print Board Member's Name

Board Member Signature

Date



CONFLICT OF INTEREST POLICY

JEWISH FAMILY SERVICES OF GREATER HARRISBURG

Article I: Purpose

The purpose of this conflict of interest policy is to establish the procedures applicable to the identification and resolution of conflicts of interest in the context of transactions or arrangements entered into by Jewish Family Services of Greater Harrisburg (“JFS”) where an Interested Person (defined below) may have a Financial Interest (defined below) in or Fiduciary Responsibility (as defined below) towards an individual or entity with which JFS is negotiating a transaction or arrangement. The determination that a conflict of interest exists does not prohibit the JFS from entering into the proposed transaction or arrangement provided that the procedures set forth in Article III below are followed. This policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to nonprofit and charitable corporations.

Article II: Definitions

1. Interested Person

Any director, principal officer, or member of a committee with board-delegated powers who has either (a) a direct or indirect financial interest, as defined below (“Financial Interest”); or (b) a fiduciary responsibility to another organization, as defined below (“Fiduciary Responsibility”) is an interested person.

2. Financial Interest

A person has a Financial Interest if the person has, directly or indirectly, through business, investment or family (which are spouse, children and stepchildren, and other relatives living with such person):

- A. an ownership or investment interest in any entity with which JFS has a transaction or arrangement (including but not limited to grants); or
- B. a compensation arrangement with JFS or with any entity or individual with which JFS has a transaction or arrangement (including but not limited to grants);
- C. a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which JFS is negotiating a transaction or arrangement (including but not limited to grants); or
- D. other than an arm's-length relationship with prospective or actual grantees relative to the design of specific projects, preparation of specific proposals and review and oversight of funded projects, and JFS related activities.

Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature. Gifts and favors include any gratuitous service, loan, discount, money or article of value, but does not include loans from financial institutional on customary terms, articles of nominal value ordinarily used for sales promotion, ordinary "business lunches" or reasonable entertainment consistent with local social or business customs.

A Financial Interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a Financial Interest may have a conflict of interest only if the board or appropriate committee decides that a conflict of interest exists.

3. Fiduciary Responsibility

A person has a Fiduciary Responsibility towards an organization or individual if said individual:

- A. occupies a position of special confidence towards such organization or individual;
- B. holds in trust property in which another person has the beneficial title of interest, or who receives and controls the income of another; or
- C. has a duty of loyalty or duty of care to an organization (by virtue of serving as an officer or director of an organization or other position with similar responsibilities). A duty of loyalty requires the person to refrain from dealing with the organization on behalf of a party having an interest adverse to the organization and refrain from competing with the organization. A duty of care requires the person to discharge his or her duties in good faith and in a manner he or she reasonably believes to be in the best interests of the organization.

A Fiduciary Responsibility is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a Fiduciary Responsibility may have a conflict of interest only if the board or appropriate committee decides that a conflict of interest exists.

Article III: Procedures

1. Duty to Disclose

In connection with any actual or possible conflicts of interest, an interested person must disclose the existence and nature of his or her Financial Interest or Fiduciary Responsibility and all material facts to the directors and members of committees with board-delegated powers considering the proposed transaction or arrangements.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the Financial Interest or Fiduciary Responsibility and all material facts, and after any discussion with the interested person, he or she shall leave the board or committee meeting while the final determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a factual presentation at the board or committee meeting, but after such presentation, he or she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement resulting in the conflict of interest. An interested person shall not actively

participate in the discussion of, or vote on, the transaction or arrangement that results in the conflict of interest, either formally at a board or committee meeting or informally through contact with individual board or committee members. In addition, the interested person should not be counted in determining whether a quorum is present for the board or committee meeting at which the transaction or arrangement that results in the conflict of interest is to be voted upon.

- b. The chair of the board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the board or committee shall determine whether JFS can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the board or committee shall determine by a majority vote (or other voting requirement, as provided in the Bylaws of JFS of the disinterested directors whether the transaction or arrangement is in JFS interest and for its own benefit and whether the transaction is fair and reasonable to JFS and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.

4. Violations of the Conflicts of Interest Policy

- a. If the board or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the response of the member and making such further investigation as may be warranted in the circumstances, the board or committee determines that the member has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective actions.

Article IV: Records of Proceedings

The minutes of the board and all committees with board-delegated powers shall contain:

- a. the names of the persons who disclosed or otherwise were found to have a Financial Interest or a Fiduciary Responsibility in connection with an actual or possible conflict of interest, the nature of the Financial Interest or Fiduciary Responsibility, any action taken to determine whether a conflict of interest was present, and the board's or committee's decision as to whether a conflict of interest in fact existed.
- b. the names of the persons who were present for discussions and votes relating to the transaction or arrangement, the names of the persons who recused themselves from such discussion and votes, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection therewith.

Article V: Compensation Committees

A voting member of any committee with board-delegated powers whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from JFS for services is precluded from voting on matters pertaining to that member's compensation.

Article VI: Annual Statements

Each director, principal officer, and member of a committee with board-delegated powers annually shall sign an acknowledgement and disclosure form that:

- a. Affirms that such person has received and reviewed a copy of the conflict of interest policy and agreed to comply with its terms;
- b. Requires that such person disclose any Financial Interest in or Fiduciary Responsibility towards any entity such person believes may enter into a proposed transaction with JFS in the upcoming year.

Article VII: Periodic Reviews

To ensure that JFS operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its status as an organization exempt from federal income tax, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable and the result of arm's-length bargaining.
- b. Whether any grants are made to disqualified persons, or otherwise result in an excess benefit transaction.
- c. Whether arrangements with other organizations conform to JFS's applicable written policies, are properly recorded, reflect reasonable payments for goods and services, if any, further JFS's charitable purposes and do not result in inurement or impermissible private benefit.

Article VIII: Use of Outside Experts

In conducting the periodic reviews provided for in Article VII, JFS may, but need not, use outside experts. If outside experts are used, their use shall not relieve the board of its responsibility for ensuring that periodic reviews are conducted.

**CONFLICT OF INTEREST ACKNOWLEDGEMENT/DISCLOSURE FORM
FOR
JEWISH FAMILY SERVICES OF GREATER HARRISBURG**

1. CONFLICTING ORGANIZATIONS

I am a director, trustee, officer, representative of, or have a Financial Interest in the following organizations that have or may have a conflict with the interests of the JFS.

Organization and Title or Interest:

2. CONFLICTING ACTIVITIES/OBLIGATIONS

I am involved in no activity or transaction, nor am I a party to any contract involving interests that are or could be found to be adverse to the JFS except for the following:

3. CONFLICTING BUSINESS OPPORTUNITIES/COMMITMENTS

I have not committed to, nor am I pursuing, any business opportunity that does or might adversely affect the JFS except for the following:

4. CONFLICTING RELATIONSHIPS

I do not have a Fiduciary Relationship with any person with whom JFS is pursuing a business opportunity except for the following:

5. OTHER POTENTIAL CONFLICTS

Any other concerns I may have regarding actual or potential conflicts of interest are listed below:

I have received and reviewed JFS Conflict of Interest Policy, and to the best of my knowledge, I have accurately answered the above questions.

Signature

Date

Printed Name

**Director and Officer Annual Conflict of Interest Statement
JEWISH FAMILY SERVICES OF GREATER HARRISBURG**

1. Name: _____ Date: ____ / ____ / ____

2. Position: _____

Are you a voting Director? Yes No Are you an Officer? Yes No If you are an Officer, which Officer position do you hold: _____.

3. I affirm the following:

I have received a copy of the JFS Conflict of Interest Policy. _____ (initial) I have read and understand the policy. _____ (initial) I agree to comply with the policy. _____ (initial) I understand that JFS is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of tax-exempt purposes. _____ (initial)

4. Disclosures:

a. Do you have a financial interest (current or potential), including a compensation arrangement, as defined in the Conflict of Interest policy with JFS? Yes No

i. If yes, please describe it: _____

ii. If yes, has the financial interest been disclosed, as provided in the Conflict of Interest policy? Yes No

iii. Please describe details _____

b. In the past, have you had a financial interest, including a compensation arrangement, as defined in the Conflict of Interest policy with JFS? Yes No

i. If yes, please describe it, including when (approximately):

ii. If yes, has the financial interest been disclosed, as provided in the Conflict of Interest policy? Yes No

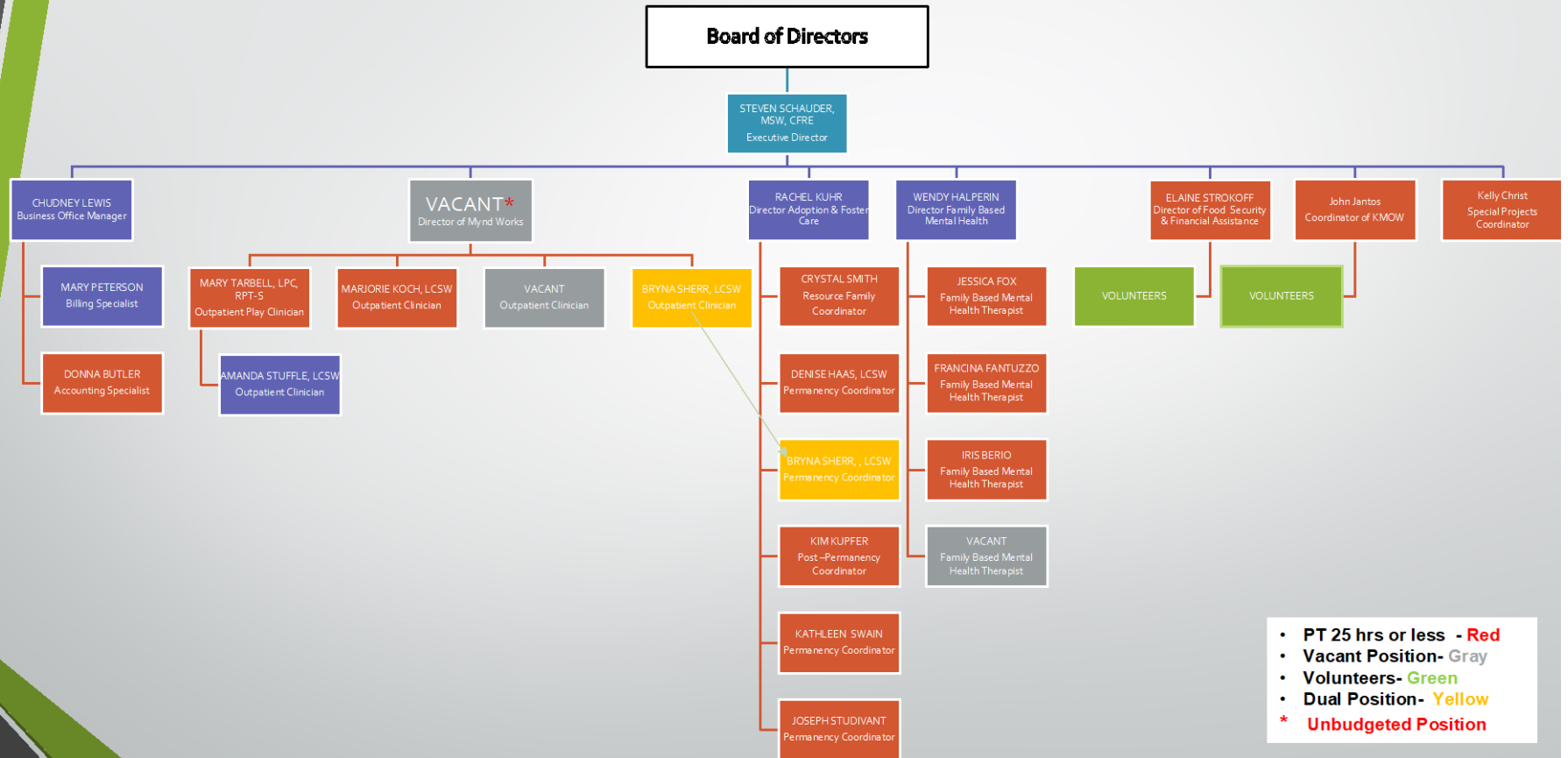
Date: _____

Signature of director

Date of Review by Executive Committee: _____

Appendix D

Jewish Family Service Organization Chart



- PT 25 hrs or less - Red
- Vacant Position- Gray
- Volunteers- Green
- Dual Position- Yellow
- * Unbudgeted Position

Appendix E

JFS Board of Directors List 2021-2022

| | | |
|--|------------------------|---|
| Bourassa, Dara 605 Sandpiper Lane New Cumberland, PA 17070 | C: 410-215-3520 | dpbourassa@ship.edu |
| Brenner, Sam 282 Grandview Road Hummelstown, PA 17036 | C: 267-664-4350 | sbrenner@brennerfamily.com |
| Chotiner, Robyn (Exec. Com) 2297 Forest Lane Harrisburg, PA 17112 | C: 215-704-7003 | Robyn5@mac.com |
| Fleishman, Frank (Treasurer) 320 Indian Creek Drive Mechanicsburg, PA 17050 | C: 717-805-7886 | ffleishman@comcast.net |
| Henig, Jill 4613 Fargreen Road Harrisburg, PA 17110-3215 | C: 717-756-5259 | henigp@gmail.com |
| Huberman, Yasminah 500 Hurlock Street Harrisburg, PA 17110 | C: 717-343-6819 | Yres85@gmail.com |
| Klein, Jordan (Exec. Com) 2309 Forest Hill Harrisburg, PA 17112-1009 | C: 717-712-3617 | Jordz12@gmail.com |
| Krevsky, Sandy (Exec. Com) 3500 Green Street | C: 717-648-0262 | skrevsky@krevskyandrosen.com |

Harrisburg, PA 17110

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Letssea36@gmail.com

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**Roth, Rosette
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Rroth0625@comcast.net

**Shuman, Beth
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Bethshuman3@gmail.com

**Tambolas, Stephen
279 Keystone Drive
Harrisburg, PA 17112**

C: 717-574-3860

steve@tambolas.net

**Wolff, Robert (Bob) (President)
630 Appenzell Drive
Hummelstown, PA 17036**

C:717-579-7826

Chocolate.wolff@comcast.net

**Yagil, Oren
1633 Lowell Lane
New Cumberland, PA 17070**

C: 717-303-6194

orenvagil@yahoo.com

APPENDIX F

JFS Meeting and Event Dates 2021-2022

| Board Meetings | Finance Com. Meetings | Executive Com. Meetings | Events |
|--|---|--|--|
| <p>All meetings: Tuesdays at 7:00 pm</p> <ul style="list-style-type: none"> • October 12th – Board Orientation • October 19 • November 3rd – JOINT AGENCY ANNUAL MEETING • December 21 • February 15 • April 12 • June 21 • August 23rd (budget approval) | <p>All meetings: Fridays at 10:00 am</p> <ul style="list-style-type: none"> • October 15 • December 17 • February 11 • April 8 • June 17 • Joint Finance and Exec. Com budget review August 2 | <p>All meetings: Tuesdays at 7:00 pm</p> <ul style="list-style-type: none"> • November 16 • January 18 • March 22 • May 24 • Joint Finance and Exec. Com budget review August 2 | <p>-Sunday, October 10, 2021, 5:00 -6:00 pm Event to honor Barry and let him share his story of recovery Zoom event</p> <p>-Thursday, June 9, 2022 -Honoring the 50th anniversary of KMOW /our work with food security Keynote: Chef Michael Solomonov—Israeli-born, James Beard award winner and owner of Zahav.</p> |