

FAMILY SERVICE
OF EL PASO
NEW BOARD
MEMBER
INFORMATION
PACKET



Family Service of El Paso New Board Member Profile

Name			
Home Address			
Home Phone			
Employer			
Work Address			
Work Phone			
Fax Number			
E-Mail			
SSN			
Drivers License	State:	Number:	DOB:

Please check off committees on which you are interested in serving:

- Executive
- Financial
- Public Relations
- Nominating

Comments:

Member Signature

Date

**Please Return to:
Fabiola O. Licon
6040 Surety Drive
El Paso, Texas 79905**

2009 Board Meeting Schedule
Every 4th Thursday – 12:00 noon
Family Services of El Paso
Conference Room

		January 29 2009	February 26 2009
March 26 2009	April 23 2009	May 28 2009	June 25 2009
July No Meeting	August 27 2009	September 24 2009	October 22 2009
November 19 2009	December No Meeting		

BY-LAWS

FAMILY SERVICE OF EL PASO, INCORPORATED

Article I – Name and Location

The name of this Agency shall be Family Service of El Paso, Incorporated (a non-profit corporation). An office of this corporation shall be located in the City of El Paso in the State of Texas.

Article II – Purpose

The purpose of Family Service of El Paso, Inc. is:

1. To make counseling available to anyone in El Paso and the surrounding community regardless of ability to pay.
2. To breakdown access barriers to services that particularly affect the poor and disadvantaged and to recognize that the poor and disadvantaged in our community are predominantly, Hispanic while addressing access issues.
3. To foster the development of harmonious family living to strengthen the positive values in family life, and to promote personal health and satisfactory social functioning of various family members by offering counseling, social casework and other complementary services.
4. To stimulate and promote such social thinking and action within the law in the community that will produce better economic and social conditions for the well being of the family.
5. To engage in research and study of factors contributing to family disorganization and to develop skills and knowledge in dealing with personal and family problems.
6. To cooperate with other legitimate social services in the community in order that the best interests of families will be served.
7. To promote education in the mental health profession and social work, and to participate in the training of mental health professionals and other personnel needed for the successful pursuit of these objectives.
8. To be sensitive to the Hispanic community in the structure of its services.

Article III – Board of Directors

1. The general direction and control of this Agency and its property shall be vested in a Board of Directors consisting of nine to sixteen members.
2. The make up of the Board of Directors should be reflective of the community that it serves, in gender, ethnicity, age and culture.
3. The term of office of Board Members shall be for three years beginning in January. The terms of one-third of the Board shall expire each year. After serving two consecutive terms as director, no person may be reelected to the Board immediately following the expiration of his/her last term in office, except as follows: If the director is elected by the Board to serve as an officer of the board, he/she may be permitted to serve as a director of the Board for an additional period of one year to complete his/her term in such office, regardless of how many years he/she may have served as a member of the board.
4. The slate of officers shall be recommended by the Nominating Committee in the November meeting to the Board of Directors for their consideration. The election will take place in November. Vacancies will be filled by election as needed.
5. An unexpired term of a Board Member may be filled by the Board of Directors upon recommendation of the Nominating Committee. New members will be elected to serve the unexpired term of members being replaced, and are eligible for a three year term at the end of the expired term. The membership of the Board shall not fall below 9 members nor exceed 16 members.
6. There shall be a regular monthly meeting of the Board. The Board shall hold a minimum of nine regular meetings per year, time and date to be established by the Board.
7. Special meetings of the Board may be called by the President and shall be called by the President at the request of any two of the other directors.
8. A majority of the Board shall constitute a quorum.
9. Should a member of the Board of Directors fail to attend three consecutive regular meetings or miss six meetings throughout the year, the member may be automatically dropped from the Board. The Nominating Committee shall be responsible for enforcing this By-law.
10. The Bingo operator from the Agency's fundraiser shall be a general member of the Board.

11. Family Service of El Paso is a voluntary agency. The governing board establishes goals, develops policies, monitors the agency's services, and serves as a link between the agency and the community.

Article IV – Officers

The Board shall elect officers at the annual election meeting in November. Nominations for President, Vice-President, Treasurer, and Secretary will be made by the Nominations Committee. These officers shall serve for one year or until their successors are elected. Officers shall not serve more than two consecutive terms in the same office. If an office becomes vacant during the year, the Board may elect a successor for the unexpired term. The duties of the officers shall be:

1. The president, subject to the control and direction of the Board of Directors, shall preside at all meetings of the Board, and shall be an ex-officio member of all committees.
2. The Vice President shall, in the absence of the President, exercise his/her authority and fulfill his/her duties.
3. The Treasurer shall review the Agency's financial reports and present the financial state of the Agency at monthly Board Meetings.
4. The Secretary shall keep the minutes of the Board and the Annual Meetings and perform the usual duties of that office.
5. The Parliamentarian shall keep order during the meeting and enforce Robert's rules of order. This position is typically held by the immediate past president.

Article V – Executive Director

The Board of Directors shall appoint an executive and administrative head of the Agency, to have general supervision and charge of its work. He/She shall have five(5) years previous experience in the nonprofit industry. He/She shall attend the meetings of the Board and shall be ex-officio member of special and standing committees. He/She shall be the receiving officer for funds received by the agency and shall disburse the funds of the agency in such manner and pursuant to such policies as may be prescribed by the Board. He/She shall submit such monthly, annual, and special reports to the Board as are required.

The Executive Director shall appoint and dismiss the staff according to policies laid down by the Board.

Article VI – Committees

The President shall make appointments of Board Members to the special and standing committees of the Agency with the exception of the Nominating Committee, which shall be elected. With the approval of the Board, Non-Board Members may be appointed to serve on certain committees. In addition to those standing committees of the agency, which the President appoints after each annual meeting for the election of officers, the Board may create any special committees required to forward the work of the Agency. The Board shall approve the creation of new committees.

Standing Committees shall be the following:

1. The Executive Committee shall consist of the officers of the Board and the immediate past president. It has the power to act on the behalf of the Board of Directors whenever an emergency exists that cannot be acted upon in time by a regular or special meeting of the Board. The Executive Committee may consider and act on matters of administration which must be fully reported to the Board of Directors at the next meeting and offer the recommendation as to whom shall be selected for the position. The Executive Committee shall provide assistance to the Executive Director in developing and recommending to the Board matters pertaining to personnel job descriptions and employment practices and benefits. The biennial evaluation of the Executive Director shall be the responsibility of the Executive Committee. The committee shall meet at the request of the President or upon request of any two members of the committee.
2. The Budget and Long Range Planning Committee shall consist of no less than four members, one being the treasurer. It shall study and review the financial situation of the Agency and make necessary reports and recommendations on financial matters to the Board. It shall study and recommendations on financial matters to the Board. It shall study and review the budget of the Agency and assist the Executive Director in presenting the budget to the United Way. This committee shall in preparing the annual budget make provision for appropriate salary increments for Agency personnel to be administered by the Executive Director. The Treasurer and the Executive Director shall serve as liaisons between the two committees on matters dealing with finances. The Budget and Long Range Planning Committee shall assist the Executive Director in the care and maintenance of the Agency's property. The committee also shall study and evaluate the programs and services of the Agency, in coordination with the Executive Director, to ensure that the purpose of the Agency is being met.
3. The Public Relations Committee shall consist of no less than four members. It shall develop ways and means of interpreting the work of the Agency to the

community. It shall also be active, when appropriate, in seeking funds for the agency.

4. The Nominating Committee shall consist of no less than four members of the Board and shall be elected by the Board of Directors at the annual election meeting, upon nomination by the retiring Nomination Committee. This committee shall meet as necessary to consider possible candidates for the Board and to fill vacancies which occur.

The Nominating Committee shall nominate for Directors, persons who:

- a. believe in the objectives of the Agency;
- b. have a genuine interest in community problems;
- c. recognize the need for personal professionalism;
- d. are willing to spend time and give attention to the responsibilities of being a Board member;
- e. have personal qualifications that assure a constructive and positive contribution to the Agency.

Article VII – Fiscal Year

The fiscal year of the Agency shall begin the first day of January of each year.

Article VIII – Election of Officers and Annual Meeting Date

The election of the directors, officers, and the nominating committee shall be at the regular meeting of the Board for the month of November. The new officers and directors shall take their positions at the annual meeting in the upcoming January.

Article IX – Funds and Disbursements

All checks, drafts, or any other type of fiscal documents for withdrawal of agency funds shall bear the signatures of two duly authorized Board Members. The limits of their authority will be determined by the Board of Directors.

Article X – Parliamentary Authority

Robert's Rules of Order, Revised, shall govern the organization in all cases to which they are applicable in which they are not inconsistent with these By-Laws.

Article XI – Review of By-Laws

The By-Laws of this agency shall be reviewed periodically every 3 years by a special By-Laws Committee appointed by the President of the Board or at such earlier period of time as the Board or Executive Director, in the interest of the organization, shall deem proper.

Article XII – Amendment

The By-Laws of the Corporation may be amended at any meeting of the Board of Directors by a majority vote of the Board of Directors.

AMENDMENTS**Amendment I – Ex Officio Board Members**

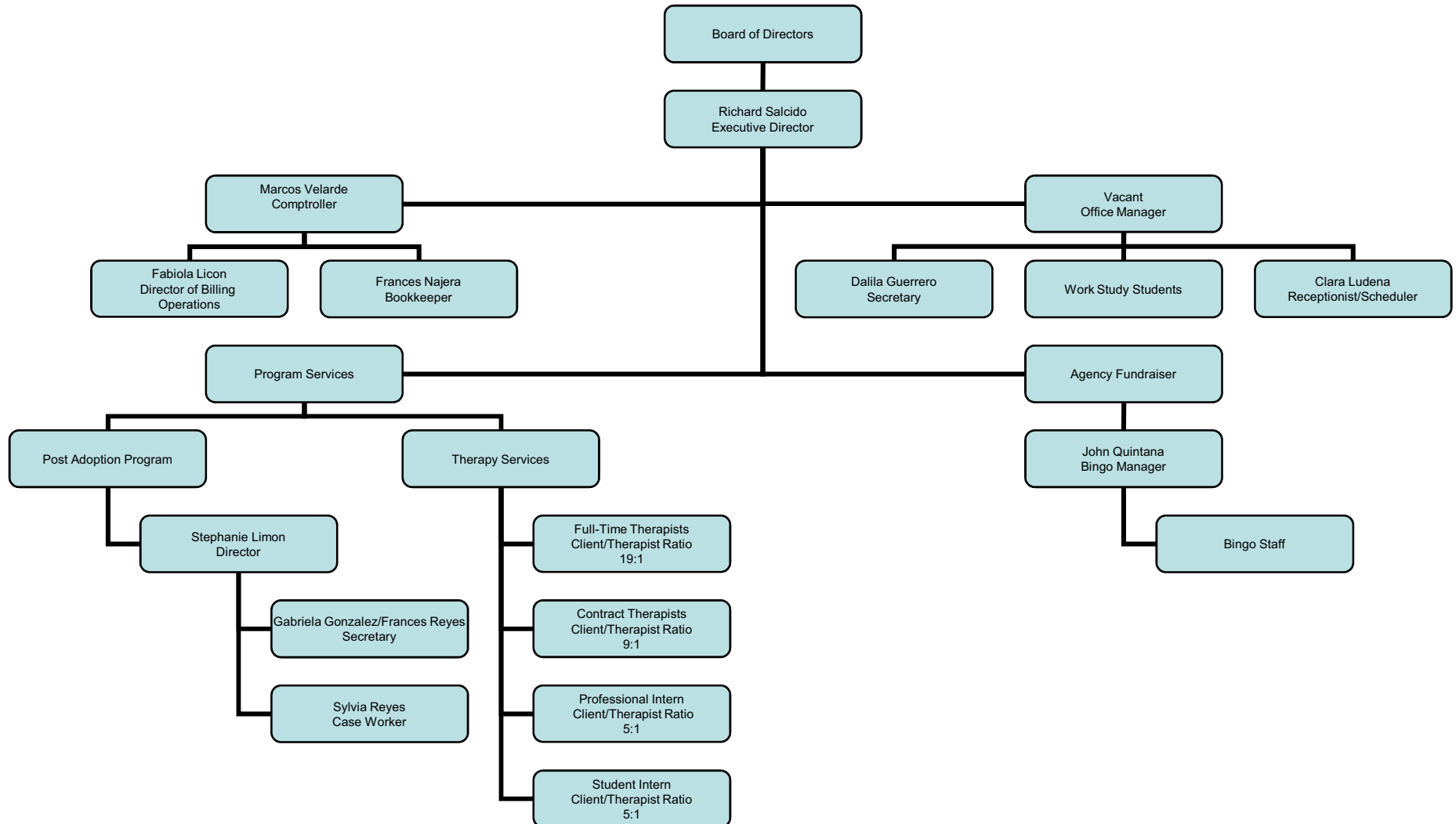
An Ex Officio Member of the Board of Directors, as defined in these By-Laws, shall be entitled to the privileges of a member of the Board of Directors, subject to the following:

1. An Ex Officio Member shall be allowed to sit with the Board and participate in discussions of agenda items, and shall be allowed to vote on any matter coming before the Board or any committee of the Board, or to make any motion regarding any matter before the Board or any committee of the Board. Ex Officio Members shall be selected by a simple majority of the Board of Directors.
2. An Ex Officio Board Member is not included toward establishing whether a quorum is present.
3. An Ex Officio Member may not be elected as an officer of the Board.
4. An Ex Officio Member shall be allowed to attend and participate in any open meeting discussion at any Board or committee meeting.
5. An Ex Officio Member shall observe all rules, regulations and policies applicable to members of the Board, and any other conditions, restrictions or requirements established or directed by vote of a majority of the members of the Board.

Amendment II – The Term of Office for Board Members

Section 3 of Article III of these By-Laws is hereby repealed. The term of office of Board Members shall be for three years beginning in January. There is no term limit for Board Members.

Family Service of El Paso Organization Chart



Mission

The mission of Family Service of El Paso is to help improve the quality of individual, family and community life. To carry out this mission, Family Service:

- Helps people overcome serious personal and family problems;*
- Targets services to low income and disadvantaged people;*
- Is responsive and accountable to a changing community;*
- Creates a professional, caring environment sensitive to diversity.*

A family consists of two or more people, whether living together or apart, related by blood, marriage, adoption or commitment to care for one another.



1893

The old west was being replaced by the industrial revolution and gun- slingers the likes of Billy the Kid and John Wesley Hardin although still quite famous, were also a dying breed. There was a new emphasis on business, education, culture, and government.

In Old El Paso, society wanted to change the image of the rough and tough west Texas town. A town that was synonymous with gunfights, brawls, and lawlessness was actually not. Compassion, kindness, concern, and assistance were all part of this city, back in 1893.

Family Service of El Paso finds its roots with the first benevolent organization of El Paso. In 1892 a neglected traveler was found dead, on a platform of the railroad depot. The idea that a human being had no one to turn to in a time of need prompted the concern and formalization of the "Ladies Benevolent Association" in 1893.

Notable women of those days like, Mrs. W.M. James, Olga Bernstein Kohlberg, and Eugenia Mananyi Schuster were leaders of the original movement. This same organization assumed other names as the years passed, Family Welfare Association, Sunshine Day Nursery, Travelers Aid, Pleasant View Home and in the early 40's Family Service of El Paso.

Because of our founding organization "Ladies Benevolent Association", community service became very much a part of the Old West Texas Town of El Paso. Just as El Paso grew so did the desire to help our fellow man. So much so that combined efforts were born. Associated Charities, the Community Chest, United Fund, and presently the Greater El Paso United Way.

Many of our founders were quite prominent in society at the turn of the century. For that matter, throughout our 100+ years of existence some of the most prominent names in the history of El Paso have served on our board as well as helped in our efforts. Prominence, however, was not what made the "Ladies Benevolent Association" nor Family Service of El Paso possible. The main factor then and now is a "caring heart".

Concern for our fellow man is still the driving factor of Family Service of El Paso. Our thanks go to those visionaries that continued the struggle in favor of those in need. Those that have given of there wealth as well as those that have given of their time. Family Service of El Paso would not have been possible without you.

WHAT DOES IT MEAN TO BE A BOARD MEMBER?

Family Service of El Paso looks for qualified persons to become members of its Board of Directors. Here is some basic information on what that decision involves.

WHAT DOES A BOARD OF DIRECTORS DO?

The Board of Directors manages the Agency. The Board is responsible for making policies on finances, personnel, program and fund-raising. It also gives assignments to staff and committees and handles policy matters that arise.

HOW DOES THE BOARD DO ITS WORK?

The Board meets monthly to conduct its official business. Additionally, during the month some committees meet regularly, while others meet on call.

WHEN AND WHERE ARE THESE MEETINGS HELD?

Board meetings take place on the fourth Thursday of each month at 12:00 in the Conference Room at Family Service of El Paso. Committees meet in the Conference Room at the noon hour on a regular or on call schedule.

WHAT WILL BE EXPECTED OF ME?

The Board consists of ordinary people who live anywhere in our community. There are the young and the retired, men and women, professionals and non-professionals. Beyond certain expertise, you have only these three expectations:

1. **Belief** . . . in the mission, goals, and program of Family Service of El Paso.
2. **Willingness** . . . to make Family Service of El Paso one of your priorities, attending meetings on time, notifying the Agency when you must be absent, participating in meetings by asking questions and contributing ideas, studying documents and monthly reports, talking about Family Service of El Paso in your circles, visiting when you can, attending special programs.
3. **Time** . . . to attend meetings and to carry out tasks.

-- Expectations taken from Andy Robinson, "Board Development"

THE FOLLOWING IS A LIST OF COMMITTEE AND THEIR DUTIES.

EXECUTIVE COMMITTEE:

Executive Committee shall consist of the officers of the Board and the immediate past president. It has the power to act on the behalf of the Board of Directors whenever an emergency exists that cannot be acted upon in time by a regular or special meeting of the Board. The Executive Committee may consider and act on matters of administration which must be fully reported to the Board of Directors at the next meeting and offer the recommendation as to who should be selected fro the position. It shall provide assistance to the Executive Director in developing and recommending to the Board matters pertaining to personnel job descriptions and employment practices and benefits. The biennial evaluation of the Executive director shall be the responsibility of the executive Committee. The committee shall meet on call of the President or upon request of any two members of the committee.

FINANCIAL COMMITTEE:

Shall consist of not less than four members, one being the treasure. It shall study and review the financial situation of the agency and make necessary reports and recommendations on financial matters to the Board. It shall study and review the budget of the agency and assist the Executive Director in presenting the budget to United Way. This committee shall in preparing the annual budget make provision for appropriate salary increments for agency personnel to be administered by the Executive Committee shall serve as a liaison between the two committees on matter dealing with finances. The Finance Committee shall assist the Executive Director in the care and maintenance of the agency's property. This committee shall also study and evaluate the programs and services of the agency in coordination with the Executive Director to insure that the purposes of the agency are being set.

PUBLIC RELATIONS COMMITTEE:

The Public relations Committee shall consist of not less than four members. It shall develop ways and means of interpreting the work of the agency to the community. It shall also be active, when appropriate, in seeking funds for the agency.

NOMINATING COMMITTEE:

The Nominating Committee shall consist of not less than four members of the Board and shall be elected by the Board of Directors at the annual election meeting, upon nomination by the retiring Nominating Committee. This committee shall meet as necessary to consider possible candidates for the Board and to fill vacancies, which occur.

TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

1. DETERMINE THE ORGANIZATION'S MISSION AND PURPOSE.
2. SELECT THE CHIEF EXECUTIVE.
3. SUPPORT THE CHIEF EXECUTIVE AND ASSESS HIS OR HER PERFORMANCE.
4. ENSURE EFFECTIVE ORGANIZATIONAL PLANNING.
5. ENSURE ADEQUATE RESOURCES.
6. MANAGE RESOURCES EFFECTIVELY.
7. DETERMINE, MONITOR, AND STRENGTHEN THE ORGANIZATION'S PROGRAMS AND SERVICES.
8. ENHANCE THE ORGANIZATION'S PUBLIC IMAGE.
9. ENSURE LEGAL AND ETHICAL BEHAVIOR AND MAINTAIN ACCOUNTABILITY.
10. RECRUIT AND ORIENT NEW BOARD MEMBERS AND ASSESS BOARD PERFORMANCE.

DEFINITION

“ A board member is a person of stature with sound judgment, an inquiring and curious disposition, an analytical mind, a holder of strong views, one who brings out the best in people, has a sense of commitment, and who is creative, imaginative, intuitive, joyous, active, constructive, energetic, resourceful, supportive, non-exploitative and in good health. “

Anonymous

What Makes A Good Board Member

1. To know why the agency exists and annually to review why it should.
2. To govern a board through joint thinking and not by majority vote.
3. To give money, help get it, or both.
4. To deal with professional staff as partners.
5. To keep far enough ahead of the community to be progressive and close enough to it to be practical.
6. To interpret the function of the agency to the public I words of two syllables.
7. To be part of a tradition but eager to improve it.
8. Always to combine a New England sense of obligation with an Irish sense of humor.
9. To face budgets with courage, endowments with doubt, deficits with dismay and to recover quickly from surplus.

Dr. Michael Davis

THREE KEY STAGES IN A NONPROFIT BOARD'S LIFE CYCLE

STAGE 1: THE ORGANIZING BOARD

Organizing boards tend to be one of two types, boards that follow a leader/founder and boards that lead or control an organization.

Following boards are usually small and relatively homogeneous since the leader has selected a group that is only as large as it needs to be and can be counted on to support his/her agenda. The board is often passive and therefore not usually active in fund raising.

Leading boards also tend to be small with a membership that shares a commitment to the mission or purpose of the organization and a willingness to do what needs to be done or get the organization up and running. Leading boards are often slow to hire staff, and reluctant to give up their immediate involvement in the organization.

The transition stages for the organizing board are often marked by

- Financial problems
- Board/staff struggles
- New board members with different expectations and motivations
- Less passivity to the founder/leader's agenda
- Less personal identification with the organization and its mission

STAGE 2: THE GOVERNING BOARD

In this stage, the board assumes greater responsibility for the organization's well being and longevity through planning, oversight and general accountability for the performance of the organization. Board/staff relations are better balanced with principle responsibility falling to the executive director and the board chair. Committees are used to organize the board's work. Many boards function successfully at this stage over an organization's lifetime.

The transition stages for the governing board are often marked by:

- A greater dependence on the board for fund raising
- A desire to use the board to build greater representation in the community and more influence
- An increase in board size to accommodate these goals
- Committees become more independent of the full board

STAGE 3: THE INSTITUTIONAL BOARD

Institutional boards tend to be very large, and while diverse, include more people with the capacity to give or to provide access to funds or donors. Board membership is often more prestigious and involves movers and shakers within the community. Because of the size of the board, the governance responsibilities are generally delegated to an executive committee with greater authority for policy making. Staffs are generally large, well-trained and capable of conducting most organizational activities with little oversight from the board or executive committee.

Adapted from *Board Passages: Three Key Stages in a Nonprofit Board's Life Cycle* by Karl Mathiasen, III.

Family Service of El Paso

PROGRAM SERVICES

SERVICE POPULATION:

Family Service of El Paso offers services to families and to individual children, youth, and adults living in the El Paso County. Under special circumstances when agencies or institutions outside El Paso County make a request, clients living in areas adjacent to El Paso County may be seen for services.

AGENCY PROGRAM SERVICES:

Family and Individual Counseling and Psychotherapy: This service is open to a wide variety of family and individual issues. It specializes in domestic issues of child physical and sexual abuse, spouse abuse, and recovery from childhood sexual and other abuse trauma.

Educational, Counseling, and Therapy Groups: The agency is open to a wide variety of family and individual issues. It specializes in domestic violence issues of child physical and sexual abuse, spouse abuse, and recovery from childhood sexual and other abuse trauma.

Referral and support services for adoptive families: The Agency provides case management service and acts as services broker for families who qualify for post-adoption services through the TDPRS. Services include residential placement, family and individual therapy, and respite care. It also sponsors support groups and educational programs for all adoptive parents in the TDPRS regional area, as well as referral to support services in the community.

ELIGIBILITY FOR PROGRAM SERVICES:

Family Service of El Paso offers its program services to the extent of its resources equally to all eligible clients without regard to race, ethnicity, gender, physical or mental ability, sexual orientation, age, or religion. Some programs in the Agency are restricted to specific client populations as defined by funding contracts. Contracts that restrict services to specifically defined groups are the following:

Criminal Justice Grant: This contract provides funding for individual, couple or family therapy for clients who are crime victims. Clients who are eligible for services under this contract are those who have a current or recent victim trauma and those who are the victims of crimes from childhood or adolescence, such as sexual abuse or other crimes, and who have never received therapeutic intervention. Funding is from the office of the Governor, Criminal Justice Division.

Post-Adoption Services Contract with TDPRS: This contract provides service such as family and individual therapy, respite care and residential placement, only to those families that have adopted a child through TDPRS who is considered to have special needs as defined by the contract. Although other adoptive families may participate in some of the support services of this program such as support groups and educational programs, the above services are restricted.

Community Development Grant: This grant comes from the Department of Community Development of the City of El Paso and provides individual, couple and family therapy services to clients living in the City of El Paso and who meet the guidelines for low income established by the Department of Community Development.

Hogg Foundation Animo Grant: The design of the project is to make cultural adaptations to evidence based practice model, cognitive behavioral therapy (CBT), and employ the adapted model in the treatment of Hispanic adults diagnosed with depression. The purpose of the project is to increase the availability of effective mental health services for Hispanics in El Paso while generating knowledge about the process of culturally adapting CBT for use by mental health providers and researchers.

La Fe Care HIV/AIDS Counseling Program: This is the Agency's first program involving integrated health care. In 2000 the Agency co-located two therapists at the La Fe Care Health Clinic, a one stop shop to provide comprehensive health care to individuals affected by the virus. Agency therapist conducted mental health status assessments and psycho-therapy. The program has been extremely effective in particular in helping participants become medication compliant. Therapists coordinate services with medical personnel. The program was initially funded by a federal grant and is currently sustained through a fee for service grant with Planned Parenthood Center of Paso which administers Ryan White and State funds for services to the HIV/AIDS population.

Family Service of El Paso offers therapy services on a sliding fee scale to individuals and families who do not meet the criteria for payment of fees by a third party or program contract. The sliding fee scale is revised on an annual basis. The Executive Director, the Comptroller, revises it. Then it has to be approved by the Board of Directors. The sliding fee scale is subsidized by a grant from the United Way, and revision is based on the size of the United Way subsidy as well as projected and current costs to provide therapy services.

Family Service of El Paso offers therapy services for a broad range of problems and issues. The agency does not accept clients for therapy services under the following circumstances:

- ❖ A client who is actively suicidal or homicidal. This is a crisis situation that requires crisis intervention. Family Service of El Paso does not provide crisis intervention in any of its programs except with ongoing clients.
- ❖ A client who is actively addicted to alcohol or drugs. It is the belief of the agency that an individual under the influence of drugs or alcohol does not benefit from

psychotherapy. Therefore, the agency only admits clients for therapy who have more than three months sobriety, and are receiving alcoholic counseling concurrent to therapy.

- ❖ A client who has a psychiatric profile or psychiatric diagnosis that requires medication or long term, continuous treatment. The only exception to this policy is the client who is concurrently receiving psychiatric treatment in the form of psychotropic medication and/or other psychiatric support.
- ❖ A client who threatens or intentionally intimidates any member of the Family Service of El Paso staff or any other person on the Family Service of El Paso premises, or who brings a weapon on the premises of the Agency, or who arrives at the Agency under the influence of drugs or alcohol.