



(vō-chāy) means voice.

We use our voice, and empower you to use yours, because we believe every person should belong and be empowered to thrive.

Vision – *A society where every person belongs and is empowered to thrive.*
Mission – *With passion, empathy, and integrity, we provide multidisciplinary human services expertise to cultivate positive, lasting change in people's lives.*

**Voce Board of Directors Meeting
August 19, 2021 – Hybrid
Agenda**

- I. Opening Comments & Welcome / Anticipated Action: collect volunteer hours: Rick T.
- II. Voce May Annual Meeting Minutes / Anticipated Action: accept or revise - Rick T.
- III. Executive Summary – Executive Director: Rick A.
- IV. Committee Reports – Committee Chair
 - a. Executive and Governance – Attachment A-8.19.21
 - b. Finance and Operations
 - i. Financial Statements, Attachment B-8.19.21
 - ii. Operations Updates, Attachment C-8.19.21
 - c. Program
 - i. SWAN/TA, Attachment D-8.19.21
 - ii. SWAN/LSI, Attachment E-8.19.21
 - iii. Voce Program, Attachment F-8.19.21
 - iv. Training, Attachment G-8.19.21
 - d. Resource Development – H-8.19.21
 - e. Communications, Attachment I-8.19.21
 - f. Employee Engagement – No report
- V. Ongoing Business
 - a. By-laws Revisions, Attachment J-8.19.21 / Anticipated Action: vote
 - b. Board Recruitment: Rick A. & Rick T.
 - c. Strategic Planning: Rick A.
 - d. Diversity, Equity, and Inclusion (DEI): Rick A.

VI. New Business

- a. Financial Reporting for Board
- b. Fund Development Policies, Attachment K-8.19.21/Anticipated Action: vote
- c. External Engagement and Fund Development-Nov. meeting-Jeanne Troy

VII. Next Meeting Date: November 18, 2021: Location to be determined

VIII. Adjourn Meeting



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Voce Annual Board Meeting May 20, 2021 – Held Via Zoom

Members present: Joanna Crishock, Mike (Izzy) Isbell, Eileen Swit, Rick Trynoski, Fred Trimmer, Chris Ziegler, and Jason Wolfe. **Members Absent:** Aiah (Steve) Kpakiwa and Natasha Mitchell. **Staff present:** Rick Azzaro, Jessica Castle, Fawn Davies, Melissa Eller, Devin Knaub, Stephanie Mannering, Rachel Meaker and Belinda Muschar. **Staff Absent:** Judi Damiano. **Guests:** Andrew Stewart, WebLight Development and Shelly Castillo, Voce Program Specialist.

I. Opening Comments and Welcome

Chris Zeigler opened the meeting at 5:33 p.m. He conducted roll call and collected volunteer hours.

Rick Azzaro turned the meeting over to Jessica Castle, Shelly Castillo, and Andrew Stewart for the LinkingLives demo.

Jessica's Introduction: Why do children enter the foster care system? When their caretaker cannot keep them safe or take care of them. Most enter due to neglect. Others are victims of physical or sexual abuse. It is important to understand that children do age out and go on to have poor outcomes. It is also important to understand the importance of family of origin connections. Priority is given to kin in placement.

There are laws requiring family finding and timeframes for placement. LinkingLives expeditiously finds kin for children waiting for permanency. It also provides agencies with tools for family engagement. There is instant contact through email or phone. It gives caseworkers the connections and link scores for placement.

Shelly introduced developer Andrew Stewart and lead the group through a demonstration of the software.

Questions:

- Are the children added manually by the agency? (Izzy) Yes, agencies can import an Excel file.
- Does the system allow for aliases/nicknames? (Izzy) Yes, and you can put comments in the comment section. "Name is Richard but prefers Rick." Andrew says there is only one spot for name.
- Is the view based on the user? (Izzy) Admin role sees every child; user role can only see children to which they have been assigned. Agencies can only see their kids, not those kids belonging to other agencies. The "super admin" can see all children in the system.
- Great that it flags Megan's Law. Is there a way that once a child is placed that someone who is a linked connection who gets added to Megan's Law is flagged? (Joanna). How do you prevent this from happening to a child? Once a connection is made for a child, they are put into an inactive status so no new data will be pulled in, but a child can be turned back on and data reactivated.

Rick concluded the presentation. He mentioned we still need to find more funding. The tool is viewed as "transformative" by those who have seen it to date.

II. Election of Officers

This is the annual meeting when officers are elected. The positions are President, Vice President, Treasurer and Secretary. Rick Trynoski is interested in President for another year. Chris Z. is interested in Vice-President for another year. Fred Trimmer is interested in Treasurer for another year. Izzy will not stand in anyone's way but is willing to serve as Secretary for another year. Jason moved to accept the slate of officers, and Eileen seconded.

III. Review of February 2021 Board Meeting Minutes

Rick T. thanked everyone for participating this evening and in between meetings to advance Voce's mission. Rick T. congratulated Jason Wolfe on the adoption of Jeremiah.

Chris Zeigler moved to approve the minutes. Izzy seconded. Motion was approved.

IV. Executive Summary

Rick A. shared highlights:

COVID – We are keeping our mask mandate in place; LSI (10% completely remote, 40% telework, 50% back in counties); will open Harrisburg office on Sept 1; and offer state approved administrative leave during work hours for vaccine appointments. We are viewing vaccines as an independent decision. We will move at a pace that allows us to see how things are going and adjust accordingly. We need to stay in step with Diakon and the state.

New board members – continuing to recruit. If you have people interested, refer them to Rick A or Rick T.

Healthcare Insurance Benefits – we are changing providers but keeping costs neutral.

COLA – we hope to offer a 3% cost of living increase.

We want to keep these things in place to preserve as much as we can for staff who have been heroic.

SWAN contract – has been extended to 6/30/2022. It was originally extended to October. This is confidential, the network does not know.

V. Committee Reports

Executive and Governance – no report

Finance and Operations – Devin reported we added \$20,000 to our reserves. We had some expenses pop up for IT, but we are balancing out for a good budget. The caveat is health care expenses. You never know if you will have a good month or a bad month with claims.

We have little control over our staff salaries. We have control over the G&A that we bill.

Devin budgeted less for 21-22 and hoped we would bring in more money. Rick T said he liked the idea of “under budgeting.” Devin hopes to have a more finalized, robust budget to present at the August board meeting. He, Chris, and Fred will be working on refining financial documents making them easier for the board to review.

The COLA increases salaries which also increases the G&A. There is a verbal commitment that it might cap at 28-28.5%

Operations Team is finally fully in place with the latest hire, Julie Leppo, employee relations coordinator. HR Manager retired and we are forgoing hiring a manager; instead, hiring employee relations coordinator for less money.

We are shrinking the vacancy hole every day. We are down to 20. Devin would like to get to 15 by June 30, 2021. The fewer vacancies, the more G&A we collect.

Devin talked about systems, including Inova and condensing systems from three to one (Inova).

Voce Solutions, LLC which houses LinkingLives is formulated. It falls under the non-profit for distribution of things like LinkingLives. It compartmentalizes the liability of our tech solution. It has LLC protection but is governed by the board. Rick A said Voce Solutions was a non-profit. Fred asked if the LLC limits distributions up to Voce, the parent, to support Voce development. Rick A said yes.

Non-profits can generate revenue but there are caps on it. This was the basis for forming Voce Solutions. The cap is in the millions. All the revenue is for kids. Jason Wolfe said if it were for-profit, it would be vulnerable to greed.

Open enrollment is coming up. Starts June 1.

Conflict of Interest

This form is on the Board portal. Rick T. asked that it be downloaded, scanned, or mailed back to Barb Crowell by June 30.

Communications

Fawn and Izzy will be having a planning session this month. Watch for several ideas regarding how to shift our focus to externally facing brand efforts.

VI. Ongoing Business

Bylaws

Devin and Rick A. are meeting with our attorneys next week about their review of the bylaws.

Fund Development

Rick A. reported we have entered into an agreement with fund development consultants, DAZA. We are starting to build our infrastructure with policies, procedures, building connections, grant sources, etc. DAZA would like to reboot the RD Committee. They would also, at some point, like to come to a board meeting to share what their position is and what they have done. Rick A reminded the board he is always looking for warm hand offs. He wants to get to know potential donors and other folks to build our social network of support. When COVID is in the past, he wants to be in front of people.

Strategic Planning

Joanna Crishock is very smart according to Rick. She and Rick have met and are talking about a couple of things. They are recommending postponing until the fall, so we do not “kill the leadership team.” In the meantime, Joanna is asking questions to begin to build the structure of planning. There is already a foundation/base in place. The work done so far is great.

VII. New Business

Diversity, Equity, and Inclusion

We are recruiting members for our DEI Steering Council. The group will help to elevate our sensitivities to DEI. We are working with a consultant from North Carolina affiliated with the National Diversity Council. We need at least a single board member on the Council. It will be diverse at many levels. If you are interested in participating or want more information, let Rick know. There would be one meeting per month over two years.

Board Resources

What resources are helpful? Barb wants to know if a binder is still helpful when you join the Board. The majority agreed we could save paper and put on the board portal.

Are ED communications helpful? Rick wants to know from the board. Eileen likes the communications and likes In The Loop. Barb will be sending these each time.

VIII. NEXT BOARD MEETING

The next Board meeting will be August 19, 2021. Rick T. wants to know if people want in person or hybrid. Barb will want to know for food reasons. Rick A suggested tentatively set it for in-person with the option to attend by ZOOM. Meeting adjourned at 7:15 pm.

Respectfully submitted,
Mike Isbell, Secretary

Voce

Executive Summary

Board of Directors Meeting

August 19, 2021

COVID 19 Response:

We continue to monitor the environment to assure the welfare and safety of our workforce remains primary as we negotiate the challenges of COVID 19. We will continue to follow guidance and mandates provided by the State of PA and the CDC. We recently received approval from the state to permit our staff to use compensated work hours to get vaccinated. We maintain the position that getting the COVID vaccine is an independent personal decision and is not required by the organization.

With the arrival of the vaccine and the increased numbers of the delta variant in the population, some county offices (where our LSI Paralegals work) have mandated vaccines. We, as the LSI Paralegals employer cannot legally release this information to the counties. We are therefore coordinating with DHS to determine a course of action should a flurry of vaccine mandates occur throughout the commonwealth. We may be in a position in the future, should numbers continue to increase, to respond to vaccine mandates or return to telework.

We have opened our Harrisburg office for staff who are based in Harrisburg. We expect to open the Harrisburg office for meetings and trainings beginning September 1, 2021. At this time, staff travel can resume unless restricted by DHS.

The Leadership team has made the determination that we will employ a re-entry approach where supervisors are empowered to assess the viability of in-person vs. telework for their subordinates. If a supervisor can strategically justify remote working for their subordinates, for some portion of their schedule, we will permit with a re-evaluation at 6 months. Similarly, we will assess all trainings and meetings conducted from this construct.

As of May 2021, a large majority of our paralegal staff have returned, in some capacity, to their base counties and are following our set standards determined by the CDC recommendations and the PA Dept. of Health.

At the present, we continue to offer all trainings and conferences virtually. We are currently preparing to host our fall SWAN Quarterly Meetings across the state in-person.

Given the extraordinary challenges, DHS extended our SWAN contract an additional year until June 2022. We expect the RFP will be released after the new year.

Board Governance:

Board Recruitment:

We are interested in adding members to the board of directors. We are looking for:

- 1) Attorneys
- 2) Communications professionals (PR/marketing)
- 3) Financial professionals
- 4) Tech professionals

5) Business leaders

Please let Rick A. and/or Rick T. know if you have suggestions.

Human Resources:

Much of our staff continue to work remotely with the exception of our LSI paralegals. We continue to monitor work site compliance, CDC recommendations and the Governor's mandates. The Harrisburg office is open as an option only for employees based in this location. Most continue to work remotely.

We are pleased to announce that we provided a 3% cost of living increase (COLA) to all staff on July 1, 2021. Given the challenges of COVID, we are proud that at no time were we in a position to scale down the workforce, furlough or compromise services and we are once again able to implement a COLA.

Finance: (See full Financial Report)

We ended the fiscal year (July 1, 2020-June 30, 2021) with a surplus of \$74,435. This is primarily due to:

- 1) Cost containment strategies implemented by the Operations Dept.
- 2) Health care costs within expected budgeted range
- 3) Decrease in travel and related expenses due to COVID restrictions
- 4) Aggressive pursuit of filling state-approved mission-critical vacancies during the COVID hiring freeze.

The DHS has lifted the hiring freeze and we are positioning to fill much needed vacant positions. Currently we have 18 replacement vacancies for SWAN, 3 new vacancy positions for SWAN and 1 vacancy position for Voce (as of August 11, 2021).

Our reserves remain static with modest interest income last year (\$8,887). We secured a line of credit (LOC) and are building a relationship with Member's 1st Credit Union. The LOC is restricted for the purpose of paying health care costs while waiting for reimbursement. This LOC is only for the purpose of cash flow and will essentially be a direct in and out. We are presently building a fund development apparatus to diversify funding streams. Our fund development efforts will target corporate partners, donors, employee giving and targeted grants.

SWAN: (See full SWAN LSI & SWAN TA reports)

As was previously reported, we received notice from DHS/OCYF announcing that Diakon/FDR has been awarded a contract extension through June 30, 2022.

DHS/OCYF still plans to issue a request for proposals (RFP) for the SWAN contract at some point. We, therefore, will continue to prepare, once again, to compete for the SWAN contract. The RFP team meets regularly to collect information and position for the next RFP process.

The SWAN RFP planning team has been meeting monthly to begin preparations for responding to the upcoming requests for proposals for the 2020-2025 SWAN prime contract. The overall theme for this year's proposal involves four pillars – Connectivity, Collaboration, Efficacy, and Innovation – all of these allowing for fresh ideas while embracing the key factors of administering this contract since SFY 2000/2001. Monthly team meetings consist of reviewing work done since the prior meeting, setting goals for work to be done prior to the next meeting, and developing ideas for addressing the four pillars.

In addition to the work done during the planning meetings, the team is also working with staff to prepare and update related documents that we know will be requested as part of the proposal, such as job descriptions, resumes, bios, policies, procedures, and protocols.

COVID & SWAN:

At the present time, all SWAN staff with the exception of our LSI Paralegals continue to work remotely.

Currently:

- SWAN LSIPs in 73% of PA counties have returned full time to county offices.
- SWAN LSIPs in 24% of PA counties operate under a hybrid schedule of county office and telework.
- SWAN LSIPs in 3% of PA counties remain fully discharged to telework with plans to return to offices being made.

In July, we were informed the DHS hiring freeze was lifted. LSI DMs and LSICs continue to assess each vacancy to ensure fiscal responsibility in recruitment decisions.

Voce Programs & Training

LinkingLives: We continue to move forward with the development of a SaaS (Software as a Service) based family finding platform, LinkingLives. LinkingLives is a SaaS product that will provide child welfare agencies and private providers, nationwide, a search platform that will continuously search for relatives and kin relationships. LinkingLives supports agencies in efforts to fulfill their federal mandates to ensure family finding occurs on an ongoing basis for all children entering the child welfare system. Our legal team finalized the trademark search and application for Voce Solutions, LLC. Voce Solutions is now a subsidiary of Voce. Consultation with PRworks is in progress. We've requested Voce Solutions be incorporated into our existing website and to have ancillary promotional items developed. We have completed our Phase 1 of development, with Weblight Development. We are currently seeking funding to continue onto Phase 2- beta-test and pilot. We have an agreement with JusticeWorks, a private agency who contract with counties to conduct their family finding efforts, to pilot LinkingLives. We submitted two grants: one to R.K. Melon Foundation and the other to American Legion Child Welfare Foundation. R.K. Melon will be announcing this month which applicants will be invited to move on to the next phase of the grant process. Decisions from the American Legion Foundation will not be made until December.

Training for Adoption Competency: We are more than half-way through our second cohort of TAC. Our second cohort began on May 27th and is being held virtually via Zoom. We are pleased with both the size and composition of this upcoming cohort. We doubled the size of enrollment and recruited the mental health providers and therapists we targeted. Our two trainers for Cohort 2 are Stephanie Wolfe and Coleen Sady. They are both from the Pittsburgh area. We have begun planning for our third cohort, scheduled to start in January 2022. This will be held virtually. We have \$2K in scholarships available through a grant we secured with RBC. We also submitted a proposal to DHS for scholarships. The proposal has been followed up with direct conversations with Carrie Keiser, DHS. We are awaiting their decision.

Due to the current COVID-19 pandemic, scheduled PS-R trainings have been postponed. We are looking to reschedule for the fall.

Training: The Program Development team and the Training Leadership Council continue to collaborate with researching training needs, identifying new audiences, and developing promotional material. We are navigating the ever-changing conditions because of COVID 19. Trainings are being rescheduled and

reformatted to a virtual platform. Work is continuing towards completing the Racial Equity series, which consists of 5 training offerings. The Program department continues to work with Training and Conferencing to develop and design the LMS. We have contracted with Biz Library to establish a robust ongoing training platform for managers and staff. We are presently working to select and implement Management training for staff.

Conferencing is working to streamline and update the CLE and CE processes.

The Summer SWAN Statewide meeting and the PA Permanency Conference were presented virtually via the HUB and were a huge success. The conferencing staff worked tirelessly with Cvent and the presenters to ensure everyone understands the zoom platform within the HUB and could practice their sessions.

Conferencing has continued to support the network and their needs for training as well as help improve the virtual experience.

Contracts in place for PA Permanency conference for 2026 and 2027.

At the present we plan to present our Quarterly SWAN meetings across the state both in-person and virtually. The Quarterly planning meeting has taken place and the Conference manager is working with all hotels to ensure safety measures for in-person meetings.

Our DEI Training Team was approved to implement the comprehensive training plan for delivering social and racial justice training to staff. The first workshop in the Conversations on Race, Equity and Inclusion series titled, "Being Color Brave and Culturally Humble," kicked off on July 29 and 30 with 48 and 54 staff in the sessions respectively.

We continue to offer a broad offering of trainings virtually to the SWAN network.

The Forum on Pennsylvania's Children: *A Convening of Leaders (FPaC) formerly FDR Conference*: A committee decision has been made to postpone the Forum to November 10, 2022. It will still be held at the Wyndham Lancaster Resort and Conference Center.

Communications & Branding: (See full Communications Report)

COVID-19 – Internal communications provided via *In The Loop* as needed. Reminders have focused primarily on the protection of confidentiality around employee health information, masking reminders, and communication with and support from Human Resources.

Branding- Ongoing efforts related to branding, focused on increasing brand presence:

Branding 2.0 – In collaboration with Rick Azzaro and Jessica Castle developing a strategic framework and tactics to elevate the Voce brand externally through advocacy, fund development, program, thought leadership, developing relationships and presence.

- Immediate, 3-month, 6-month, 1-year and 2-year tactics
- All audiences: donors, volunteers, stakeholders, existing and potential customers
- Inclusive of the fund development work with DACA

Voce and SWAN – Still working with our partner, Diakon, and OCYF to exchange FDR name/logo with Voce name/logo on all systems and communications and replace references to Diakon/FDR partnership with "SWAN prime contractor".

Branding Phase 4: Evaluation – proposal forthcoming from PRworks.

SWAN Communications – News of interest from the SWAN prime contract, OCYF, and the Independent Living program is provided quarterly in the *Administrative Update*. The Summer 2021 issue of the Administrative Update can be found at: [https://diakon-swan.org/media/documents/Administrative Update - Summer 2021.pdf](https://diakon-swan.org/media/documents/Administrative_Update_-_Summer_2021.pdf).

Communications continues to assist DHS/OCYF with social media posts for the SWAN Facebook page. Communications played an instrumental role in developing scripts for the June Summer Statewide Meeting and Permanency Conference. We are working with the Writer's Group to develop website articles on the award recipients honored at the conference.

Communications Committee - We are still recruiting members for the Communications Committee. Anyone on the board with suggestions for potential members should reach out to Mike Isbell at misbell@jplcreative.com

Diversity, Equity & Inclusion (DEI) Commitment:

Voce has made a commitment to advancing our efforts, internally and externally, in the area of Diversity, Equity & Inclusion (DEI). Our first step is to provide extensive training to all staff with the goal to infuse courageous conversations and implicit bias awareness into our organizational culture. At the present, our DEI Council has been selected and is beginning initial training with our expert from the National Diversity Council. Our Council is comprised of a diverse collective of employees from all regions and roles representing our organization.

This council will serve as our internal steering committee to assess and modify our policies, practices, and culture to advance our efforts in this area. The Council has met twice to receive training and will begin constructing a charter and strategy.

Our all-star team of DEI trainers are presently implementing a series of full day trainings for all staff. They are positioned to provide fee-for-service training for external organizations. Please let Rick A. know if you wish to discuss training for your organization.

Resource Development:

After vetting a couple of resource development experts, we formally entered into a 1-year contract with DAZA Consulting to assist us to develop our fund development apparatus, help us research grants and build community connections with potential donors. If all goes as expected, we will contract with DAZA for year 2. Jeanne Troy from DAZA will join us for Board training at our November 18th BOD meeting.

We are in phase 1 and are evaluating, revising, and creating policies that are ethically and legally sound related to fund development.

Rick A. is actively building community relationships with businesses, providers, and public sector stakeholders. He recently joined the Harrisburg Rotary Club.

We have applied for two grants to advance our LinkingLives tech solution to the beta phase of testing/demonstration.

We received \$2000 from RBC Wealth Management for attendee scholarships for a future TAC training.

Rick A., Fawn and Jessica are developing a Branding 2.0 plan focusing on external engagement in the areas of:

- a. Resource Development
- b. Community/Business relations
- c. Brand visibility
- d. Advocacy

Strategic Planning: Over the course of the past two months, the Voce leadership team met for 4 strategic planning prep sessions. On February 17, 2021, we provided key focus areas for strategic planning for consideration to the Executive & Governance Committee. Please see attached. We are requesting the Board's input regarding next steps.

The 4 Areas are:

- Keep doing, Do it better
- Refine our Design
- Reach New Horizons
- See Us, Get to Know Us

Next Board Meeting:

Our next Board Meeting: **November 18, 2021, 5:30 PM** Location: TBD

Executive & Governance Report

August 19, 2021

Prepared by Rick Azzaro, Executive Director, on August 12, 2021.

The Voce Executive and Governance Committee meeting was held on August 12, 2021. In attendance: Rick Azzaro, Rick Trynoski and Chris Zeigler. Absent: Mike Isbell and Fred Trimmer.

1) COVID Updates

Rick A. shared the emerging challenges related to the COVID pandemic and employee expectations. As much of the world moves toward requiring vaccine, we are addressing and strategizing a course forward. We have experienced one county office, where our paralegals work, requiring vaccines and verification. Since the county office is not the employer of the paralegal, we cannot share private health information. In anticipation of this as a growing practice, we are coordinating with DHS for guidance and options.

2) Board Membership

Recruit new members:

- 1) Attorneys
- 2) Communications professionals (PR/marketing)
- 3) Financial professionals
- 4) Tech professionals
- 5) Business leaders

Rick A. requested board leadership assistance to encourage board members to assist in building community/donor connections. Furthermore, we need assistance to recruit new board members. Chris Z. and Rick T. agreed to facilitate a discussion with the full BOD.

3) Board Bylaws

Rick T. indicated the revised Bylaws will be presented and ratified at the August 19th BOD meeting.

4) Diversity, Equity, & Inclusion (DEI)

Rick A. shared that our newly formed DEI Council is up and running. We interested in potentially adding a Board member to the Council.

5) Financials: End of Year

We ended this past fiscal year with a surplus of \$75K. This is primarily due to:

- 1) Cost containment strategies implemented by the Operations Dept.
- 2) Health care costs within expected budgeted range
- 3) Decrease in travel and related expenses due to COVID restrictions
- 4) Aggressive pursuit of filling state-approved mission-critical vacancies during the COVID hiring freeze.

6) SWAN Contract

Our present SWAN Contract expires on June 30, 2022. We are actively preparing for the release of an RFP in the new year.

7) Strategic Planning

Not discussed.

8) Other

Chris Z. requested greater timeliness, involvement, and information regarding significant financial changes. The Committee identified a need for concrete policies to assure that decisions are brought before the BOD consistently and in adherence to expectations. Rick T. will facilitate developing clear parameters and policies.

Rick T. requested a monthly BOD report to keep the BOD informed between quarterly BOD meetings. A template of areas the BOD wishes to know will be developed and a uniform tool created and implemented. This Committee will take the lead on developing the tool. Rick A. will be responsible for implementing the tool monthly.

The Committee confirmed that next week's BOD meeting will be a hybrid meeting. Barb Crowell will poll BOD members to determine who will be in-person, who will attend virtually and who cannot attend.

Adjournment

Board of Directors Meeting: August 19, 2021, 5:30PM

Voce

Financial Statements

07/01/20 - 06/30/21

4th quarter 20-21 July 2020 - June 2021

	SWAN	VOCE	VOCE/SWAN	
	Reimbursed	Development	G & A	GRAND TOTAL
REVENUE				
Payroll Income	21,842,390			21,842,390
Reimbursed Income				-
Consult & Training & Programs		46,535		46,535
Other Income				-
DHS			2,180,657	2,180,657
Interest Income		8,887		8,887
Fundraising		153,682		153,682
Grants				-
Cell Phone Stipends	148,105	-	-	148,105
TOTAL REVENUE	21,990,495	209,104	2,180,657	24,380,256
EXPENSES				
Payroll	19,940,759			19,940,759
Health Insurance Benefits	2,563,379			2,563,379
Employed Lawyers Expense				
Reimbursed Expenses	1,078			1,078
Consult, Training & Program		401,030		401,030
Printing		2,101		2,101
Subcontract		5,342	5,606	10,948
Equipment				-
Promotional		11,309		11,309
Ads		75	75	150
Bank Charges		3,037	2,335	5,372
Conferences		6,508	38,331	44,839
Donations				-
Dues		125	10,189	10,314
Insurance			70,898	70,898
Occupancy		30,428	10,074	40,502
Office Supplies		1,791	10,430	12,221
Payroll				-
Wages & Benefits		299,077	607,218	906,295
Postage			4,872	4,872
Professional Fees				-
Accounting			8,875	8,875
Legal		22,865	2,775	25,640
Benefits			27,953	27,953
Payroll & HR			120,440	120,440
Technical Support		30,926		30,926

Employee Clearances	46	6,349	6,395
Public Relations		36,586	36,586
Staff & Board			-
Meals	229	300	529
Travel		3,742	3,742
Other	331	8,297	8,628
Communications	6,137	215	6,352
Training	(769)	1,727	958
Training Publications			-
Website	2,731		2,731
TOTAL EXPENSES	22,505,216	823,320	977,285
			24,305,821
REVENUE LESS EXPENSES	(514,721)	(614,216)	1,203,372
			74,435

The unaudited financial information set forth above is preliminary and subject to adjustments and modifications. Adjustments and modifications to the financial statements may be identified during the course of the audit work, which could result in significant differences from this preliminary unaudited financial information.

Voce
Balance Sheet
Fiscal YTD 06/30/2021

	<u>SWAN</u>	<u>VOCE</u>	<u>GRAND TOTAL</u>
ASSETS			
Cash			
Wells Fargo (Certificate of Deposits)		\$431,532.24	\$431,532.24
BB & T and Orrstown Bank Accounts		\$1,581,986.43	\$1,581,986.43
Total Cash		\$2,013,518.67	\$2,013,518.67
Receivables			
DHS		\$774,770.51	\$774,770.51
Miscellaneous		\$13,849.14	\$13,849.14
Consult & Training		\$4,470.00	\$4,470.00
Payroll		\$513,315.31	\$513,315.31
Reimbursements		\$7,897.63	\$7,897.63
Subcontractor			\$0.00
Total Receivables	\$0.00	\$1,314,302.59	\$1,314,302.59
Cash Plus Receivables	\$0.00	\$3,327,821.26	\$3,327,821.26
Other Assets			
Prepaid Insurance		(\$0.42)	(\$0.42)
Prepaid Expense		\$32,183.06	\$32,183.06
Equipment		\$38,203.30	\$38,203.30
Accumulated Depr		(\$38,202.73)	(\$38,202.73)
Intangible Asset		\$32,062.50	\$32,062.50
TOTAL ASSETS	\$0.00	\$3,392,066.97	\$3,392,066.97
LIABILITIES			
Accounts Payable	\$168,422.00		\$168,422.00
Payroll Liabilities	\$33,830.82		\$33,830.82
Other Liabilities	\$0.00		\$0.00
Restricted IBNR Health Care	\$585,818.86		\$585,818.86
Deferred Revenue			\$0.00
Total Liabilities	\$788,071.68	\$0.00	\$788,071.68
Equity (Net Assets)		\$2,059,293.15	\$2,059,293.15
TOTAL LIABILITIES & EQUITY	\$788,071.68	\$2,059,293.15	\$2,847,364.83

The unaudited financial information set forth above is preliminary and subject to adjustments and modifications. Adjustments and modifications to the financial statements may be identified during the course of the audit work, which could result in significant differences from this preliminary unaudited financial information.

Voce
Budget to Actual
Fiscal Year 2020-2021

	Actual YTD Through June 2021	Prior YTD Actual Through June 2020	YTD Variance Actual vs. Prior	Budget YTD Through June 2021	YTD Variance Actual vs. Budget	2020-2021 Annual Budget
Income						
Admin Income (Interest)	\$8,887.19	\$17,174.15	(\$8,286.96)	\$13,000.00	(\$4,112.81)	\$13,000.00
G & A	\$2,180,657.27	\$2,108,738.89	\$71,918.38	\$2,238,143.91	(\$57,486.64)	2,238,143.91
Consult, Training & Programs	\$46,535.00	\$12,905.00	\$33,630.00	\$70,500.00	(\$23,965.00)	\$70,500.00
Fundraising	\$153,681.92	\$26,398.90	\$127,283.02	\$81,000.00	\$72,681.92	\$81,000.00
Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	(514,721)	(\$711,503.63)	\$196,782.15	\$0.00	(\$514,721.48)	\$0.00
Total Income	\$1,875,039.90	\$1,453,713.31	\$421,326.59	\$2,402,643.91	(\$527,604.01)	\$2,402,643.91
Salaries & Benefits	\$906,294.97	\$789,136.45	\$117,158.52	\$1,122,584.58	(\$216,289.61)	\$1,122,584.58
Program Expenses						
Consult, Training & Program	\$401,029.94	\$203,655.84	\$197,374.10	\$146,800.00	\$254,229.94	\$146,800.00
Total Program Expenses	\$401,029.94	\$203,655.84	\$197,374.10	\$146,800.00	\$254,229.94	\$146,800.00
Operating Expenses						
Advertising	\$150.00	\$380.00	(\$230.00)	\$1,500.00 #	(\$1,350.00)	\$1,500.00
Bank Charges	\$5,371.63	\$3,406.32	\$1,965.31	\$5,000.00 #	\$371.63	\$5,000.00
Staff & Board Expense	\$12,898.60	\$23,082.35	(\$10,183.75)	\$45,000.00 #	(\$32,101.40)	\$45,000.00
Conferencing	\$44,839.09	\$51,959.76	(\$7,120.67)	\$5,000.00 #	\$39,839.09	\$5,000.00
Communications	\$6,352.26	\$6,164.60	\$187.66	\$20,000.00 #	(\$13,647.74)	\$20,000.00
Donations	\$0.00	\$1,342.99	(\$1,342.99)	\$3,000.00 #	(\$3,000.00)	\$3,000.00
Gifts	\$0.00	\$0.00	\$0.00	\$1,500.00 #	(\$1,500.00)	\$1,500.00
Insurance	\$70,898.02	\$68,054.52	\$2,843.50	\$60,000.00 #	\$10,898.02	\$60,000.00
Professional Development	\$958.30	\$1,818.41	(\$860.11)	\$20,000.00 #	(\$19,041.70)	\$20,000.00
Office Equipment & Supplies	\$23,169.28	\$21,226.73	\$1,942.55	\$25,000.00 #	(\$1,830.72)	\$25,000.00
Postage & Shipping	\$4,871.65	\$4,246.07	\$625.58	\$5,000.00 #	(\$128.35)	\$5,000.00
IT Support Services	\$30,926.48	\$24,587.84	\$6,338.64	\$20,000.00 #	\$10,926.48	\$20,000.00
Rent	\$40,502.28	\$38,842.38	\$1,659.90	\$44,560.00 #	(\$4,057.72)	\$44,560.00
Promotional (Web & brochures)	\$50,625.14	\$44,073.66	\$6,551.48	\$60,000.00 #	(\$9,374.86)	\$60,000.00
Professional Fees	\$189,302.82	\$171,659.11	\$17,643.71	\$150,000.00 #	\$39,302.82	\$150,000.00
Meal & Travel Expenses	\$0.00	\$0.00	\$0.00	\$30,000.00 #	(\$30,000.00)	\$30,000.00
Dues & Subscriptions	\$10,313.59	\$11,830.62	(\$1,517.03)	\$15,000.00 #	(\$4,686.41)	\$15,000.00
Printing	\$2,101.00	\$685.00	\$1,416.00	\$25,000.00 #	(\$22,899.00)	\$25,000.00
Total Operating Expenses	\$493,280.14	\$473,360.36	\$19,919.78	\$535,560.00	(\$42,279.86)	\$535,560.00
Total Expenses	\$1,800,605.05	\$1,466,152.65	\$334,452.40	\$1,804,944.58	(\$4,339.53)	\$1,804,944.58
Net Income (Loss)	\$74,434.85	(\$12,439.34)	\$86,874.19	\$597,699.33	(\$523,264.48)	\$597,699.33

The unaudited financial information set forth above is preliminary and subject to adjustments and modifications. Adjustments and modifications to the financial statements may be identified during the course of the audit work, which could result in significant differences from this preliminary unaudited financial information.

Operations Department

Voce Operations Update

Thursday, August 19, 2021

Prepared by Devin Knaub, Director of Business Operations and Finance on August 5, 2021

Executive summary of the Financial Report (4th Quarter 20-21):

The financial report for the 4th quarter of 2020-2021 reflects a positive bottom line and has us coming in with \$74K in reserves. These can be directly related to lower-than-expected benefit cost in the final quarter of the year, cost savings measures put into place by the Operations Department, and reduced travel due to Covid. We will continue to keep cost saving measures in place and are looking at each system and program to see if additional savings can be found.

The cost-of-living increase has been approved and we will see an increase in G&A funding along with an additional half percent reimbursement for benefits raising us to 28.5% of SWAN salaries being given back towards benefits. FFCRA audit has been completed and we are submitting for a reimbursement of \$37K, these have been submitted by our former payroll provider (ADP) and we are waiting for motivation of payment. We hope to see this in the first quarter of fiscal 2021-2022.

We did experience less than normal funding last fiscal year due to the current vacancies and the previous hiring freeze (March 2020 till November 2021). As a reminder, that freeze left us with over 50 vacancies reducing the billing to Diakon and having a negative effect on our G&A funding. We are currently working quickly to fill these vacant positions and have been making progress to close the vacancy hole. As of 7/30, we have 20 vacant SWAN positions and one Voce position.

New Fiscal Year updates:

Human Resources:

We did hire for the Employee Relations Coordinator position, but that staff person left the organization after a few weeks. This role is critical to the success of the HR department, and we are currently recruiting for this role.

Payroll/Inova:

We successfully transitioned to Inova for payroll in January of 2021 and have switched to their HR platform in May of 2021. Both have reflected in a cost saving over the previous platform ADP. We are currently preparing to implement the recruitment and onboarding platform through Inova which will result in more cost savings over the current Hirecentric/Onboardcentric platform we use.

In fiscal year 2021-2022 Inova will be our partner for payroll processing, ATS (recruitment and onboarding), leave management and HRIS provider. We discontinued our relationship with ADP at the end of the fiscal year and are looking to separate from the Hirecentric platform sometime in the fall. This change looks to save the organization money in the immediate and in years to come.

Legal:

Nothing to report currently.

Banking:

We started to let our vendors know about the name change in March and started switching the names on bank accounts to Voce.

Benefits:

Capital Blue Cross awarded us an \$80k credit when we partnered with them for our medical insurance. This credit has reflected in a first month bill for benefits of under \$7k. Capital Blue Cross has a lower operating cost and admin fees, and we are hoping to see those reduced costs impact our financials in a positive way this fiscal year.

COVID-19:

The leadership team and staff of Voce has continued to work through the challenges of this pandemic. Staff in most counties have returned to workplaces. The organization has removed the mask mandate for staff unless a county or affiliate requires staff to remain masked. With the new Delta variant making an impact in America, the leadership team and HR will continue to monitor and support staff in these times.

SWAN/TA Report

May 21, 2021 – August 19, 2021

This report was prepared by Melissa Eller, SWAN TA Program Director on August 5, 2021.

Contract Extension

The SWAN prime contract term has been extended. The updated contract term is October 1, 2020, to June 30, 2022. To date, the RFP has not been released. However, work on the RFP has continued and will continue until word is received regarding the SWAN contract.

Staff Transitions

After 17 years of service to our organization, Roberta Daniels, NE RTA, retired on July 17, 2021. Jessica Casale has been hired to assume Roberta's position and will start on August 9, 2021.

SWAN Rates Workgroup

On August 29, 2018, the Office of Children, Youth and Families (OCYF) reconvened the SWAN Rates Workgroup. This group is comprised of more than 40 participants representing SWAN affiliates, the SWAN prime contractor, Diakon-SWAN, LLC, Family Design Resources, the PA Council of Children, Youth and Family Services (PCCYFS) and PA's Office of Children, Youth, and Families, (OCYF). Members of this group will participate in quarterly meetings through June 30, 2021. The primary focus of this group is to examine the collection of time and cost information pertaining to the completion of SWAN services. Moving forward, the focus will be on Post-Permanency Services.

Proposed price adjustments to SWAN services for FY 21/22 were discussed. It was reiterated that the information that is used to determine the rates is collected through the cost and time data. The costs for each unit increased except for child prep, child profile, and child specific recruitment.

SWAN Portal 3.0 continues to be developed and phase one is now complete. Phase two has begun. By the end of 2021, Portal 2.0 will continue to be functional with a test version of Portal 3.0 available. The Matching Unit has been approved and is moving forward. Benchmarks and training are in the process of being developed. Conversations about post permanency services and the support group unit continued. The next SWAN Rates Workgroup meeting will be held August 25, 2021. This meeting will be held in-person at CWRC with an option to attend virtually.

COVID-19

In response to the Covid-19 pandemic TA staff began teleworking at the end of March. The staff continues to be innovative in completing their work. Trainings, site visits, and meetings have continued successfully via Zoom. Some of these successes may be able to be implemented once the telework is no longer necessary. Moving forward, TA staff have been asked to begin scheduling in-person site visits and will begin to attend meetings and trainings in-person.

SWAN LSI

May 21, 2021- August 19, 2021

Prepared by Belinda Muschar and Stephanie Mannering, SWAN LSI Program Directors, with contributions from Scott Shannon, LSI Data, Research and Quality Assurance Specialist on August 5, 2021.

LSI PROGRAM UPDATES:

Covid-19 Continued Response:

SWAN LSI paralegals (LSIPs) began re-entry into county offices as early as May 2020 after the development of protocol and procedures to ensure their safe return. As of August 5, 2021:

- SWAN LSIPs in 73% of PA counties have returned full time to county offices;
- SWAN LSIPs in 24% of PA counties operate under a hybrid schedule of county office and telework;
- SWAN LSIPs in 3% of PA counties remain fully discharged to telework with plans to return to offices being made.

Since the Commonwealth's mitigation efforts ended on May 31, 2021, SWAN LSI has seen an increase in LSIPS returning to the county office full time and hybrid.

The SWAN Program Directors worked with the Director of Finance/Operations around the ending of mitigation orders to provide clear direction on the impact to SWAN LSIPS as CCYAs made changes to masking and social distancing.

SWAN LSI Coordinators (LSICs) contact with LSIPs and county agencies continues to be 1 – 2 in-person site visits each month if possible and additional site visits on an as needed basis. This allows the coordinators to better support new hires and proactively address programmatic or personnel matters.

SWAN LSI Division Managers (LSIDMs) and Program Directors continue to work through the ongoing impact of the pandemic on our workforce as situations continue to evolve. We continue to assess each situation with assurances that safety of Voce staff and supporting CCYAs per the SWAN contract remains in the forefront.

Staffing:

In July, we were informed the DHS hiring freeze was lifted. LSI DMs and LSICS continue to assess each vacancy to ensure fiscal responsibility in recruitment decisions.

FY 21–22 Memorandum of Understanding (MOU)

FY 21–22 MOU packets were prepared and mailed to LSICs the week of 6/14/2021 for dissemination to/discussions with CCYAs. MOU discussions serve as reminder of CCYA's, Voce's and the prime contract responsibilities for the implementation of the LSI Program. It also affords a good opportunity to discuss paralegal tasks and capacity.

As of August 5, 2021, 37 of 67 MOUs have been received at the Harrisburg office for execution.

Refinement/Outcomes:

Data and outcomes

In state fiscal year 2020-2021, SWAN Legal Services Initiative (LSI) provided substantial support to county children and youth service agencies and their efforts to expedite permanency for children in the child welfare system. While there were continuing effects of the Covid 19 pandemic, SWAN LSI served over 30,000 children providing over 19,000 diligent search activities, 178,349 juvenile court activities and over 34,383 orphans court activities for 31,168 children! The most prevalent activities include diligent search for missing parents, attending hearings to provide CPCMS (Common Pleas Case Management System) and solicitor/caseworker support, preparation of court documents including but not limited to petitions and motions for all matters from dependency to adoption and supporting other aspects of children's cases to ensure that children do not spend longer than necessary in out of home care. See attachment. (Attachment E)

SWAN LSI Paralegals continue to utilize the SWAN Portal for entry of child and activity data and SWAN LSI data collection quality has benefitted from the focus on timely data entry. The length of time from activity completion to activity entry has been reduced from 9.7 days in Qtr. 1 (July-September 2020) to 3.6 days in Qtr. 4 (April-June 2021). Timely data entry will remain an area of focus for SFY 2021-2022.

SWAN LSI also continues to assist in Pennsylvania's compliance with NYTD (National Youth in Transition Database) by providing search services to support location of the 18 and 21 year old youth who have been identified to complete NYTD surveys. The results of those searches are provided to county staff and Pennsylvania's contractor for NYTD, Public Consulting Group, to administer the surveys. Through SWAN LSI support, Pennsylvania was compliant with NYTD follow-up survey requirements for the period ending March 30, 2021. SWAN LSI is supporting the current period which will end on September 30, 2021.

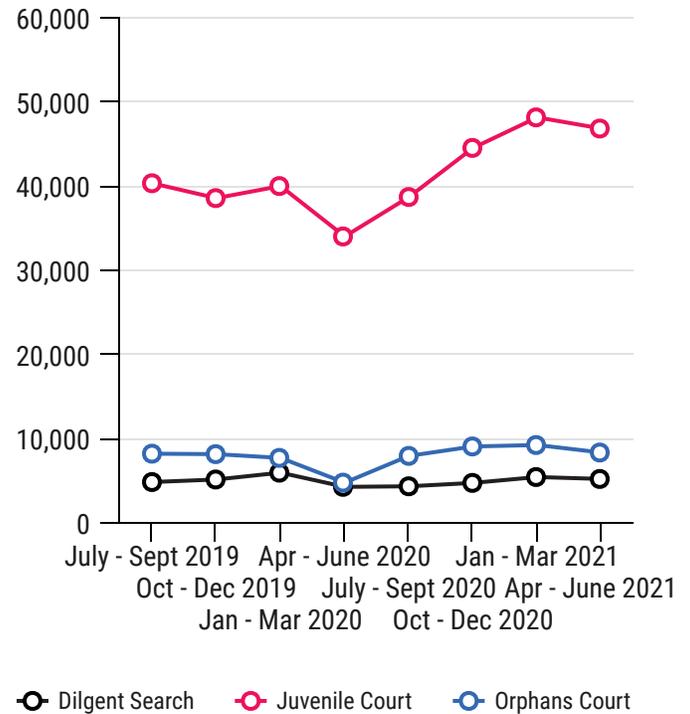
SWAN LSI Paralegal Involvement

July 2019 - June 2021

Quarterly LSI Activities

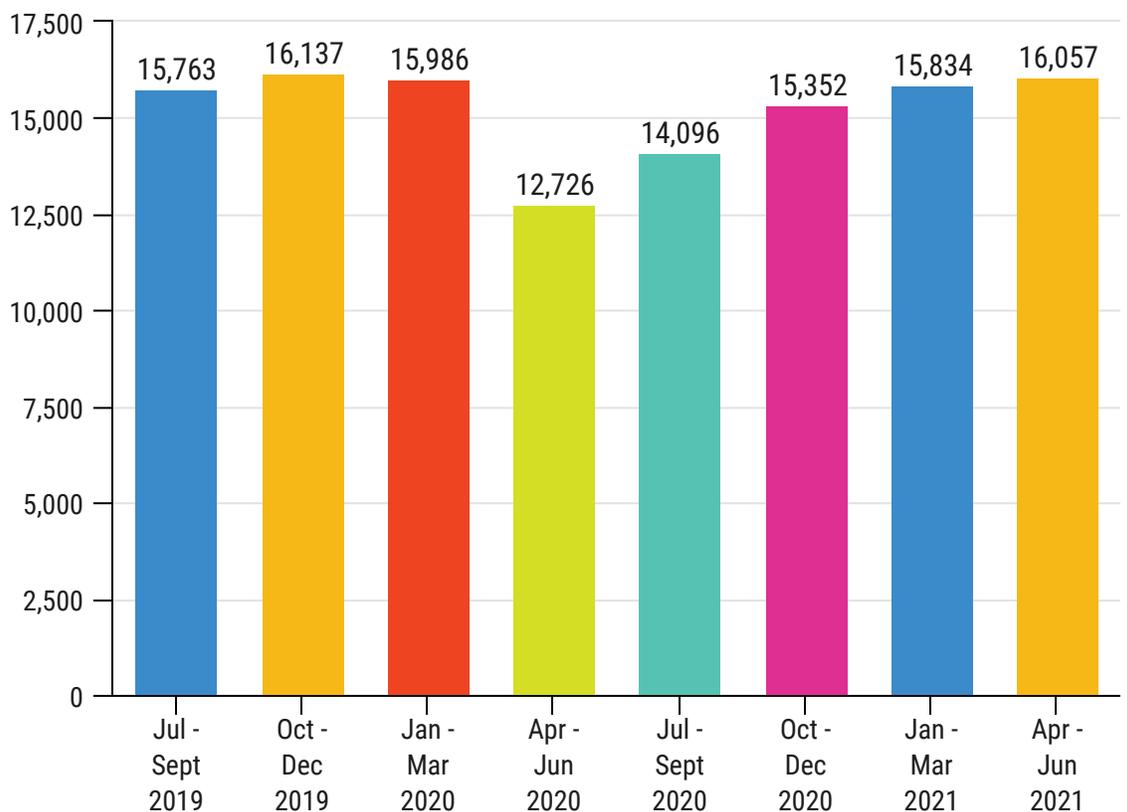
Total number of Activities completed by SWAN LSI Paralegals per category (Diligent Search, Juvenile Court, Orphans Court)

	Diligent Search	Juvenile Court	Orphans' Court
July - Sept 2019	4,735	40,229	8,104
Oct - Dec 2019	5,039	38,464	8,050
Jan - Mar 2020	5,849	39,897	7,604
Apr - June 2020	4,165	33,907	4,664
July - Sept 2020	4,231	38,593	7,843
Oct - Dec 2020	4,635	44,426	8,962
Jan - Mar 2021	5,331	48,052	9,133
Apr - June 2021	5,102	46,728	8,241



Children with LSI Activity

Unique children with at least one LSI Activity completed during the quarter (July 2019 - June 2021)



Voce Program Report

August 10, 2021

Prepared by Jessica Castle, Program Development Director, on August 10, 2021

Program Committee met on 8/10/21

LinkingLives: We continue to move forward with the development of a SaaS (Software as a Service) based family finding platform, LinkingLives. LinkingLives is a SaaS product that will provide child welfare agencies and private providers, nationwide, a search platform that will continuously search for relatives and kin relationships. LinkingLives supports agencies in efforts to fulfill their federal mandates to ensure family finding occurs on an ongoing basis for all children entering the child welfare system. Our legal team finalized the trademark search and application for Voce Solutions, LLC. Voce Solutions is now a subsidiary of Voce. Consultation with PRworks is in progress. We've requested Voce Solutions be incorporated into our existing website and to have ancillary promotional items developed. We have completed our Phase 1 of development, with Weblight Development. We are currently seeking funding to continue onto Phase 2- beta-test and pilot. We have an agreement with JusticeWorks, a private agency who contract with counties to conduct their family finding efforts, to pilot LinkingLives. We submitted two grants: one to R.K. Melon Foundation and the other to American Legion Child Welfare Foundation. R.K. Melon will be announcing this month which applicants will be invited to move on to the next phase of the grant process. Decisions from the American Legion Foundation will not be made until December.

Training for Adoption Competency: We are more than half-way through our second cohort of TAC. Our second cohort began on May 27th and is being held virtually via Zoom. We are pleased with both the size and composition of this upcoming cohort. We doubled the size of enrollment and recruited the mental health providers and therapists we targeted. Our two trainers for Cohort 2 are Stephanie Wolfe and Coleen Sady. They are both from the Pittsburgh area. We have begun planning for our third cohort, scheduled to start in January 2022. This will be held virtually. We have \$2K in scholarships available through a grant we secured with RBC. We also submitted a proposal to DHS for scholarships. The proposal has been followed up with direct conversations with Carrie Keiser, DHS. We are awaiting their decision.

PS-R: Due to the current COVID-19 pandemic, all scheduled PS-R trainings have been suspended. We have met with PS-R team members to discuss a plan to convert PS-R to a virtual format, but they are reluctant to make necessary virtual conversions. We have meetings scheduled with Westmoreland County IL providers to plan for the continuation of staff training for the PS-R. We hope to begin training in person sometime in the Fall of 2021.

Forum on Pennsylvania's Children: A Convening of Leaders (Pac) formerly FDR Conference: A committee decision has been made to postpone the Forum to November 10, 2022, due to ongoing concerns with COVID. It will still be held at the Wyndham Lancaster Resort and Conference Center. We have renegotiated our contract.

FPaC's Vision: Leveraging the collective wisdom of our partners, the Forum on Pennsylvania's Children, provides an opportunity for our community leaders to forge collaborations, build new skills, and to make connections to fuel their community-changing work on behalf of children and families.

We will move forward with the workshops and presenters already established. We have a list of Pennsylvania's leadership in child welfare, education, law enforcement, judicial, and health care, and are developing an outreach/marketing strategy. We are looking to find ways to engage our audience through mini-workshops, conversations, and media outreach with the time leading up to the Forum.

We will be reaching out to key statewide stakeholders who are working with the Governor's Office to implement Governor Wolf's Trauma-Informed PA Plan. We seek their involvement and endorsement of the Forum.

The goal remains to identify 2-3 sponsors that could support the Forum's efforts.

Training: The Program Development team and the Training Leadership Council continue to collaborate with researching training needs, identifying new audiences, and developing promotional material. We are navigating the ever-changing conditions because of COVID 19. Trainings are being rescheduled and reformatted to a virtual platform. Work is continuing towards completing the Racial Equity series, which consists of 5 training offerings. The Program department continues to work with Training and Conferencing to develop and design the LMS.

Program Development: Developing a strategic plan for Branding 2.0 and Stakeholder Engagement

Next Program Committee meeting to be held Tuesday, October 26th @2:00

Training Report

May 1, 2021- August 1, 2021

Prepared by Rachel Meaker, Training Director, on August 9, 2021. This represents the scope and variety of work the Training Division delivers both for the SWAN contract and for FDR.

Training Director (Rachel Meaker)

- Rachel Meaker oversees the following departments: Training Specialists, Legal Training Division, Conferencing and ALSP. She also chairs the Training Leadership Council and External Training Sub-Committee.
- The Training Leadership Council continues to work on streamlining forms and paperwork, integrating SWAN and Voce processes, and strategizing around new opportunities for Voce trainings.
- Continues work on development of the LMS, which is on schedule to debut soon.
- Rachel is working with Dawn Lewis to select and implement Management training for staff.
- Rachel Meaker continues to serve on the Summer Conference, Statewide and Quarterly planning committees, the Training Leadership Council, and the IRC.
- During the pandemic, continues to collaborate with other divisions to develop a process for conducting virtual trainings.

Conferencing (Beth Duzey, Conferencing Manager; Ina Wertz and Jarod Canton, Conference Planners)

- Conferencing is working with Rachel and Brooke to streamline and update the CLE and CE processes.
- The Summer Statewide meeting and the PA Permanency Conference were presented virtually via the HUB and were a huge success. The conferencing staff worked tirelessly with Cvent and the presenters to ensure everyone understands the zoom platform within the HUB and could practice their sessions.
- Conferencing has continued to support the network and their needs for training as well as help improve the virtual experience.
- The keynotes were well-received, and the workshop presenters did an amazing job.
- All Units of Service meetings have been set up virtually and sent to Network for registration.
- Contracts in place for PA Permanency conference for 2026 and 2027.
- Conferencing manager is looking into details regarding hybrid (in person and virtual) meetings.
- The Quarterly planning meeting has taken place and the Conference manager is working with all hotels to ensure safety measures for in-person meetings.
- Conferencing staff worked with Deb Gadsden to send out registration to Voce staff for the upcoming Diversity, Equity, and Inclusion trainings.

Training Specialists (Dawn Lewis and Deb Gadsden)

- Deb and Dawn have consulted and will meet to devise and schedule a plan for completing the Training of Trainers session with about 90 employees they were unable to reach during the pandemic. They are looking at a combination of virtual and in-person sessions over the next couple of months.
- Deb and her team were approved to implement the comprehensive training plan for delivering social and racial justice training to staff. The first workshop in the Conversations on Race, Equity and Inclusion series titled, "Being Color Brave and Culturally Humble", kicked off on July 29 and 30 with 48 and 54 staff in the sessions respectively.
- Deb continues to participate with Child Welfare Resource Center as they work toward becoming an anti-racist organization through a contract with the Center for the Study of Social Policy (CSSP).
- Deb's work on implementing workplace bullying prevention strategies in the organization remains on hold. The work of processing through the Workplace Bullying Prevention Action Plan is completed. The trainers have their

materials; are ready for delivery; and a similar proposal/plan for delivery to staff will be developed in conjunction with HR.

- Deb continues to work with the Child Welfare League of America on their Equity Committee. She assisted with infusing racial equity content into their resource parent training program PRIDE. Her discussion with the equity committee of her insights on the evolution of child welfare practice based on their longevity in the field (30-47 years) have been postponed as the committee spends time talking with the new deputy commissioner of the Children's Bureau to complete agenda setting for the incoming administration. The committee also continues to discuss revisions of the CWLA National Blueprint for Excellence in Child Welfare publication. She participated in the revision of their vision statement and is also on a committee to infuse race equity information into their training materials.
- Deb continues to co-chair the Forum on Pennsylvania's Children with Jessica Castle that is rescheduled until 2022.
- Dawn and Rachel are in the process of implementing Management training for the staff through Biz Library. Courses are being selected and a protocol is being developed.
- Dawn was converting the Training of Trainers (TOT) to a virtual format and is now working with Deb to make it a hybrid format.
- Dawn is working on LMS development.
- Dawn is organizing the 2021 Virtual All-Staff meeting.

Legal Training Division: (Lauren Peters, Legal Training Division Manager; Alyssa (AK) Holstay, Sara Steeves, Shawn Sangster, Rachel Thiessen and Pamela Wilson, Legal Training Specialists)

- The Legal Training Division continues to support TA Collaborative partners, to the extent possible remotely, as follows: participation in the Central, Southeast and Southwest TA Collaboration Meetings; PCYA, by presenting legal updates and ethics trainings at the PCYA Quarterly meeting; Participation in Adoption Days, Children's Roundtables, and Casey Permanency Roundtable Projects (PRTs); and the Pennsylvania Child Welfare Council by membership on the safety committee.
- The Legal Training Specialists continue to support county staff through delivery of various virtual legal trainings, including "Adoption or Permanent Legal Custodianship: Making the Choice" and "Post Adoption Contact Agreements: Law and Practice".
- The Legal Training Specialists began offering trainings to support the statewide network. Trainings offered include "Criminal Law 101/102", "What About Dad?" and two sessions of "A Child's Journey Through Foster Care".
- Fifteen days of Child Welfare Legal Overview, formerly known as Paralegal New Hire Legal Training, were conducted virtually.
- The Legal Training Specialists continue to support paralegal staff through Warmline responses and participation in virtual LSI POD meetings.
- The Legal Training Specialists continue to support other staff training efforts through participation on the Workplace Bullying Workgroup, the Racial Diversity Taskforce, the Transfer of Learning Committee, and the Diversity, Equity & Inclusion (DEI) Strategic Council. Legal Trainer, Shawn Sangster, further helped develop and co-train two sessions of "Being Color Brave and Culturally Humble", a workshop in the Conversations on Race, Equity, and Inclusion Series being offered virtually to all staff.
- Legal Training Specialists presented two sessions virtually at the 2021 SWAN/IL Summer Statewide and Permanency Conference.
- Legal Trainer, Rachel Thiessen, attended the National Council of Juvenile and Family Court Judges (NCJFCJ) National Conference.
- The Legal Training Specialists continue to draft the monthly legal reports, annual Legislative Highlights, and other communications keeping our staff and larger network abreast of the many legal developments at the court, legislative, rules, and guidance level in the last quarter.

Adoption Legal Services Project (ALSP)

- The staff at ALSP has continued to work remotely since March 2020 including conducting all hearings, mediations, and adoptions via Microsoft Teams and/or ZOOM. Allegheny County is set to return to in person court hearings on September 1st.
- For this reporting period ALSP had 15 “show up” Termination of Parental Rights petitions heard, 5 petitions were granted the day of the show up hearing, and 10 were set for contested trials. ALSP had 6 contested TPR trials that were held in the reporting period and all 6 TPRs were granted by the court. Between the “show up” TPRs and the contested trials a total of 11 children were freed for adoption in the reporting period.
- In the reporting period ALSP has had 15 Act 101 post adoption contact agreement (PACA) referrals. In the reporting period there was one informal PACA completed.
- During the reporting period, ALSP had 18 children adopted. Allegheny County continues to have monthly virtual adoptions.
- ALSP Manager continues working with the Allegheny County Roundtable’s Court Relations Work Group and has chaired the Sub Committee on TPR scheduling.
- ALSP continues to participate in the Allegheny County Attorney Systems meetings now held once a month.
- A Western PA PACA Providers Group is set to meet in September for a fall meeting to discuss Post Adoption Practice in the Western Region.

Resource Development Committee

August 19, 2021

Prepared by Rick Azzaro, Executive Director, on August 10, 2021

The Resource Development Committee met on July 29, 2021. In attendance were Devin Knaub, Jeanne Troy, Fawn Davies, Jessica Castle, Shelly Castillo, and Chris Zeigler. Absent Steve Kpakiwa and Jason Wolfe.

The follow actions and updates were discussed:

- A) Rick Azzaro joined the Harrisburg Rotary Club.
- B) We have applied for two grants to advance our LinkingLives tech solution to the beta phase of testing/demonstration.
- C) We received \$2000 from RBC Wealth Management for attendee scholarships for a future TAC training.
- D) Rick, Fawn and Jessica are developing a Branding 2.0 plan focusing on external engagement in the areas of:
 - a. Resource Development
 - b. Community/Business relations
 - c. Brand visibility
 - d. Advocacy

This plan will extend to fulfill our strategic plan of See us, Get to Know Us.

Devin Knaub reviewed Fund Development policies with the group.

The following new policies were reviewed:

1. Development Internal Policy – Donor
2. Development Internal Policy – Donor Recognition
3. Development Internal Policy – Fundraising
4. Development Internal Policy – Gift Acceptance
5. Development Internal Policy – Third Party Event
6. Development Form – Third Party Event

Rick Azzaro and Jeanne Troy went over the next steps that will include:

- A) Revising policies as needed
- B) Developing talking points for Voce
- C) Providing fund development training for the Board of Directors at the November 18th Board meeting.
- D) Building relationships with community stakeholders
- E) Securing Voce signage for the Harrisburg building
- F) Creating overview brochures -- Voce

Communications Report

Prepared by Fawn Davies, Communications Director, on August 5, 2021

Communications Report for the Period Covering May 2021 to August 2021

- **COVID-19** – Internal communications provided via *In The Loop* as needed. Reminders have focused primarily on the protection of confidentiality around employee health information, masking reminders, and communication with and support from Human Resources.
- **BRANDING**- Ongoing efforts related to branding, focused on increasing brand presence:
 - **Branding 2.0** – In collaboration with Rick Azzaro and Jessica Castle developing a strategic framework and tactics to elevate the Voce brand externally through advocacy, fund development, program, thought leadership, developing relationships and presence.
 - Immediate, 3-month, 6-month, 1-year and 2-year tactics
 - All audiences: donors, volunteers, stakeholders, existing and potential customers
 - Inclusive of the fund development work with DACA
 - **Voce and SWAN** – Still working with our partner, Diakon, and OCYF to exchange FDR name/logo with Voce name/logo on all systems and communications and replace references to Diakon/FDR partnership with “SWAN prime contractor.”
 - **Branding Phase 4: Evaluation** – proposal forthcoming from PRworks.
- **Voce PROGRAM DEVELOPMENT** – The Communications Division is supporting program development activities, including the Forum for Pennsylvania’s Children, Training for Adoption Competency and LinkingLives. Support was provided to the second cohort TAC recruitment; a logo for LinkingLives is being coordinated with an outside designer and program staff.
- **SWAN COMMUNICATION** – News of interest from the SWAN prime contract, OCYF, and the Independent Living program is provided quarterly in the *Administrative Update*. The Summer 2021 issue of the Administrative Update can be found at: <https://diakon-swan.org/media/documents/Administrative Update - Summer 2021.pdf>.

Communications continues to assist DHS/OCYF with social media posts for the SWAN Facebook page. Communications played an instrumental role in developing scripts for the June Summer Statewide Meeting and Permanency Conference. We are working with the Writer’s Group to develop website articles on the award recipients honored at the conference.

- **COMMUNICATIONS COMMITTEE** - We are still recruiting members for the Communications Committee. Anyone on the board with suggestions for potential members should reach out to Mike Isbell at misbell@jplcreative.com.

**BYLAWS OF
FAMILY DESIGN RESOURCES, INC.**

ARTICLE I

Name

Section 1.1. Name. The name of the corporation shall be Family Design Resources, Inc. (the “Corporation”).

ARTICLE II

Purposes and Operation

Section 2.1. Purposes. The Corporation is incorporated under the Pennsylvania Nonprofit Corporation Law of 1988, as amended (“PaNPCL”), and the corporation does not contemplate pecuniary gain or profit, incidental or otherwise. The Corporation is incorporated exclusively for charitable, religious, educational and scientific purposes under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provisions of any subsequent tax laws of the United States (the “Code”). Without limiting the generality of the foregoing, the purposes of the Corporation shall be:

(a) Provide training and consultation, program development and management and research agendas to agencies who assure the well-being of children and families in child welfare, educational, human services and community organizations.

(b) To do all things which may be necessary, appropriate or convenient to the achievement of the foregoing purposes and which may lawfully be done by a nonprofit corporation under and pursuant to the laws of the Commonwealth of Pennsylvania and which are not otherwise prohibited by its Articles of Incorporation or these Bylaws.

Section 2.2. Restrictions. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to its directors (the “Directors”), officers or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered, and to make payments and distributions in furtherance of the purposes set forth in Section 2.1 hereof. Except as may be permitted under the provisions of Section 501(h) of the Code, no substantial part of the activities of the Corporation shall consist of the carrying on of propaganda, or otherwise attempting to influence legislation. The Corporation shall neither participate nor intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office, nor shall it take a position on any issue raised in a political campaign for the purpose of aiding or opposing any candidate. Any other provision of these Bylaws to the contrary notwithstanding, the Corporation shall not carry on any activities not permitted to be carried on: (a) by a corporation exempt from Federal Income Tax under Section 501(a) and Section 501(c)(3) of the Code; (b) by a corporation, contributions to which are deductible under Section 170, 2055 or 2522 of the Code. These Bylaws shall not be altered or amended in derogation of the provisions of this Article.

Section 2.3. “Private Foundation” Provisions. In the event the Corporation is, or in the future may become, a “private foundation” within the meaning of Section 509 of the Code:

(a) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to be subject to the tax on undistributed income imposed by Section 4942 of the Code.

(b) The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Code.

(c) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Code.

(d) The Corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Code.

(e) The Corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Code.

(f) Upon dissolution, termination, merger or consolidation of the Corporation, it shall comply with the requirements of Section 507 of the Code.

Section 2.4. Termination. Upon the dissolution of the Corporation, its assets shall be distributed for one or more exempt purposes, within the meaning of Section 501(c)(3) of the Code. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the Corporation is then located, exclusively for such purposes. Upon the sale of substantially all of the assets or the dissolution of the corporation, surplus shall not be utilized for the private interest of any person.

Section 2.5. Offices. The registered office of the Corporation shall be: 471 JPL Wick Dr., Harrisburg, PA 17111. The Corporation may also have offices at such other places as the board of Directors (the “Board”) may ~~from time to time~~ determine.

ARTICLE III No Members

Section 3.1. Members. The Corporation shall not have members.

ARTICLE IV Directors

Section 4.1. Number, and Qualifications and Terms. – The business and affairs of the Corporation shall be managed by a Board of nine to thirteen Directors, which may exercise all such powers of the Corporation and do all such lawful acts and things as are not proscribed by statute, by the articles of incorporation, or by these Bylaws. Directors shall be natural persons of full age. The Executive Director shall serve as a Director *ex officio* without the right to vote.

Section 4.2. Term of office for and Term Limit. Each Directors (other than the *ex officio* Director) shall ~~normally be~~ be elected for a term of three years ~~with the term expiring at the end of the calendar year. A and until a successor is elected and qualifies.~~ An elected Director may serve no more than two consecutive three-year terms; except ~~when that~~ when a Director is elected to serves ~~an~~ the unexpired term of a previous Director ~~or when a term is extended to align with an end of year objective as may be established by the Board. Any Director serving in a normal three year term at the time these bylaws are adopted shall be considered as serving in a first term and thereby be eligible to serve an additional term. The Board may develop policies and procedures to align terms such as to comply with end of calendar year term endings., the term of the previous Director is not counted for purposes of the term limit in the preceding clause.~~

~~Section 4.2.~~

Section 4.3. Compensation. The Board may, by resolution, fix the compensation of Directors for their services as Directors.

Section 4.4. Election of Directors and Term of Service. An annual meeting of the Board ~~of the Corporation~~ shall be held for the election of Directors and such other business as may properly come before the meeting. ~~Each Director elected at the annual meeting of the Board shall serve until the expiration of the term for which he or she was elected and until a successor is elected and qualified, or until the earlier death, resignation or removal of the Director.~~

Section 4.5. Vacancies. Vacancies in the Board, including vacancies resulting from an increase in the number of Directors constituting the whole Board, may be filled by a majority vote of the remaining Directors. Each person so elected shall be a Director until a successor is elected and qualified at the next annual meeting, any quarterly meeting or special meeting of the Board duly called for that purpose and held prior thereto.

Section 4.6. Removal and Resignation. Any Director may be removed from office pursuant to the provisions of Section 5726 of the PaNPCL ~~including excessive unexcused absences from quarterly meetings.~~ Any Director may resign at any time by written notice to the Board. Such resignation shall take effect upon receipt by the Corporation or some later time as may be fixed in the resignation. Acceptance by the Board shall not be required to make a resignation effective.

Section 4.7. Liability of Directors.

(a) No person who is or was a Director of this Corporation shall be personally liable for monetary damages for any action taken, or any failure to take any action, as a Director unless:

(i) the Director has breached or failed to perform the duties of ~~her or his~~ the office as set forth in appropriate sections of the PaNPCL; and

(ii) the breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.

(b) This provision of the Bylaws shall not apply to:

(i) the responsibility or liability of a Director pursuant to any criminal statute; or

(ii) the liability of a Director for the payment of taxes pursuant to local, state or federal law.

(c) If the PaNPCL hereafter is amended to authorize the further elimination or limitation of the liability of Directors, then the liability of a Director of the Corporation, in addition to the limitation on personal liability provided herein, shall be limited to the fullest extent permitted by the amended PaNPCL.

ARTICLE V Directors' Meetings

Section 5.1. Conduct of Meetings. The President shall preside as the Chair at meetings of the Board. In the absence of the President, the Vice President shall preside as Chair. The Secretary ~~of the Corporation~~ or designee shall take minutes of the meeting, and the Secretary shall report such minutes to the Board at its next regular meeting or when required.

Section 5.2. Reorganizational Meeting. The first meeting of each newly constituted Board (the reorganizational meeting) may be held at the same place and immediately after the meeting at which Directors were elected and no notice need be given to the newly elected Directors in order to legally constitute the meeting; or it may convene at such time and place as may be fixed by the consent or consents in writing of all the Directors.

Section 5.3. Regular Meetings. Regular meetings of the Board shall be held at such time and place determined by resolution of the Board. Notice of each regular meeting of the Board shall specify the date, place and hour of the meeting and shall be given to each Director at least 5 business days before the meeting either personally, by mail, facsimile transmission, electronic mail or telegram. The Board shall, at a minimum, hold regular meetings quarterly. Quarterly meeting dates for the following twelve months shall be established at the Board's reorganizational meeting by Board resolution.

Section 5.4. Special Meetings. Special meetings of the Board may be called by the President on 24 hours' notice to each Director, either personally, by mail, facsimile transmission, electronic mail or telegram. Special meetings shall be called by the President or Secretary in like manner and on like notice on the written request of a majority of the Directors. Notice of a special meeting of the Board shall specify the date, place and hour of the meeting. Unless required by statute or these Bylaws, the notice need not state the nature of the business to be conducted at the special meeting.

Section 5.5. Quorum. A majority of the Board membership entitled to vote shall constitute a quorum for a Board meeting, and the acts of a majority of the Directors present at a

meeting at which a quorum is present shall be the acts of the Board, except as may be otherwise specifically provided by statute or by the Articles of Incorporation or by these Bylaws. Each Director is entitled to one vote.

Section 5.6. Informal Action by Directors. Any action which may be taken at a meeting of the Directors may be taken without a meeting if consent or consents in writing setting forth the action so taken shall be signed by all of the Directors and shall be filed with the Secretary.

Section 5.7. Waiver of Notice. Whenever a notice of any meeting is required as aforesaid, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

Section 5.8. Meetings Involving Telephone. One or more Directors may participate in a meeting of the Board by means of conference telephone or similar communications equipment, whereby all persons participating in the call can hear each other. Providing all notice requirements for holding the meeting involved have been met, action may be taken at such a telephone meeting to the same extent and in the same manner as if all persons participating were physically present at the same location.

ARTICLE VI Committees

Section 6.1. Committees of Directors. The Board may, by resolution adopted by a majority of the whole Board, designate one or more committees (the "Committees"), each such Committee to consist of one or more of the Directors ~~of the Corporation~~. The Board may designate one or more Directors as alternate members of any Committee, who may replace any absent or disqualified member at any meeting of the Committee. Any such Committee to the extent provided in such resolution or in the Bylaws, shall have and exercise the authority of the Board in the management of the business and affairs of the Corporation.

Section 6.2. Committee Meetings.

(a) The Committees shall hold meetings as necessary or desirable to transact such business as may properly come before the meeting. The Secretary or designee shall keep minutes at all meetings of the Committees and report to the Board at its next regular meeting or when required.

(b) Regular meetings of the Committees shall be held by resolution of the Committees. Notices of regular meetings of the Committees shall specify the date, place and hour of the meetings and shall be given to each member at least 24 hours before the meetings either personally, by mail, facsimile transmission, electronic mail or telegram.

(c) Special meetings of the Committees may be called by the President on 24 hours' notice to each member, either personally, by mail, facsimile transmission, electronic mail or telegram. Special meetings shall be called by the President or Secretary in like manner and on like notice on the written request of two (2) members of the Committee or Board.

Notices of special meetings of the Committees shall specify the date, place and hour of the meetings. Unless required by statute or these Bylaws, the notices need not state the nature of the business to be conducted at the special meetings.

(d) At least a majority of the persons entitled to vote at meetings of the Committees shall constitute a quorum, and the acts of a majority of the members present at meetings at which a quorum is present shall be the acts of the Committees.

Section 6.3. Informal Action by Committees. Any action which may be taken at a meeting of a Committee of the Board may be taken without a meeting if a consent or consents in writing setting forth the action so taken shall be signed by all of the members of the Committee, as the case may be, and shall be filed with the Secretary ~~of the Corporation.~~

Section 6.4. Waiver of Notice. Whenever any notice of any meeting is required as aforesaid, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

Section 6.5. Meetings Involving Telephone. One or more members of the Committees may participate in a meeting of any of the Committees by means of conference telephone or similar communications equipment, whereby all persons participating in the call can hear each other. Providing all notice requirements for holding the meeting involved have been met, action may be taken at such a telephone meeting to the same extent and in the same manner as if all persons participating were physically present at the same location.

ARTICLE VII Officers

Section 7.1. Qualification and Election. The officers of the Corporation shall be elected at the reorganizational meeting of the Board and shall include a President, Vice President, Executive Director, Secretary and Treasurer. The officers shall be natural persons of full age. ~~The Treasurer may be a corporation.~~

Section 7.2. Term. The officers ~~of the Corporation~~ shall hold office until their successors are chosen and qualified. Any officer or agent elected or appointed by the Board may be removed by the Board whenever, in its judgment, the best interests of the Corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Any officer may resign at any time upon written notice to the Corporation. The resignation shall be effective upon receipt by the Corporation or later as may be specified in the notice of resignation. If the position of any officer becomes vacant, the vacancy shall be filled by the Board.

Section 7.3. President. The President shall have general and active management of the Corporation, shall preside as the Chair at all meetings of the Board, shall see that all orders and resolutions of the Board are carried into effect, and shall perform such other duties as the Board may assign. The President shall have sufficiently broad authority to carry out responsibilities of that position and shall act as the duly authorized representative of the Corporation whenever appropriate.

Section 7.4. Vice President. The Vice President shall assume the duties and responsibilities of the President as above in case of absence or incapacity of the President.

Section 7.5. Executive Director. The Corporation shall have an Executive Director who shall have general and active management of the operational, financial, administrative, personnel and programmatic affairs of the Corporation, shall see that all orders and resolutions of the Board are carried into effect, and shall perform such other duties as the Board may assign. The Executive Director shall have sufficiently broad authority to carry out responsibilities of that position and act as the duly authorized representative of the corporation whenever appropriate.

Section 7.6. Secretary. The Secretary or designee shall attend all sessions of the Board and Committees and shall record all the votes and the minutes thereof in a book to be kept for that purpose. The Secretary or designee shall give, or cause to be given, notice of all meetings of the Board and the Committees, and shall perform such other duties as may be prescribed by the Board, the Committees, the President or Executive Director. [The Secretary shall keep in safe custody the corporate seal of the Corporation and, when authorized by the Board, affix the same to any instrument requiring it and, when so affixed, it shall be attested by the signature of the Secretary or an Assistant Secretary.](#)

Section 7.7. Treasurer. The Treasurer or designee shall have the custody of the corporate funds and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation, and shall deposit all moneys and other valuable effects in the name and to the credit of the Corporation in such depositories as designated by the Board.

Section 7.8. Compensation. The compensation of the officers elected by the Board shall be fixed by the Board or by such officer as may be designated by resolution of the Board.

ARTICLE VIII Administration

Section 8.1. Other Officers. The Board may provide for and designate such other officers and assistant officers, including an executive director, assistant secretaries and assistant treasurers as the needs of the Corporation may require. These officers shall hold their offices for such terms and shall have such authority and perform such duties as specified by the Board.

Section 8.2. Employees. The Corporation may retain or employ and compensate employees and independent contractors to carry out the purposes of the Corporation.

ARTICLE IX Indemnification

Section 9.1. Third-party actions. The Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the Corporation), by reason of the fact that he is or was a representative of the Corporation, or is or was serving at the request of the Corporation as a representative of

another domestic or foreign corporation for profit or not-for-profit, partnership, joint venture, trust or other enterprise, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with the action or proceeding if he acted in good faith and in a manner he reasonably believed to be in, or not opposed to, the best interests of the Corporation and, with respect to any criminal proceeding, had no reasonable cause to believe his conduct was unlawful. The termination of any action or proceeding by judgment, order, settlement or conviction or upon a plea of nolo contendere or its equivalent shall not of itself create a presumption that the person did not act in good faith and in a manner that he reasonably believed to be in, or not opposed to, the best interests of the Corporation and, with respect to any criminal proceeding, had reasonable cause to believe that his conduct was unlawful.

Section 9.2. Derivative and Corporate Actions. The Corporation shall indemnify any person who was or is a party, or is threatened to be made a party, to any threatened, pending or completed action by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that he is or was a representative of the Corporation or is or was serving at the request of the Corporation as a representative of another domestic or foreign corporation for profit or not-for-profit, partnership, joint venture, trust or other enterprise, against expenses (including attorneys' fees) actually and reasonably incurred by him in connection with the defense or settlement of the action if he acted in good faith and in a manner he reasonably believed to be in, or not opposed to, the best interests of the Corporation. Indemnification shall not be made under this section in respect of any claim, issue or matter as to which the person has been adjudged to be liable to the Corporation unless and only to the extent that the court of common pleas of the judicial district embracing the county in which the registered office of the Corporation is located or the court in which the action was brought determines upon application that, despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnify for such expenses that the court of common pleas or other court shall deem proper.

Section 9.3. Advancing Expenses. Expenses (including attorneys' fees) incurred in defending any action or proceeding referred to in Section 9.1 (relating to third-party actions) or Section 9.2 (relating to derivative and corporate actions) shall be paid by the Corporation in advance of the final disposition of the action or proceeding upon receipt of an undertaking by or on behalf of the representative to repay the amount if it is ultimately determined that he is not entitled to be indemnified by the Corporation as authorized in this Article or otherwise.

Section 9.4. Procedure for Effecting Indemnification and Advancing Expenses. Unless ordered by a court, any indemnification or advancement of expenses under Section 9.1 (relating to third-party actions), Section 9.2 (relating to derivative and corporate actions) or Section 9.3 (relating to advancing expenses) shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the representative is proper in the circumstances because he has met the applicable standard of conduct set forth in those sections. The determination shall be made:

(a) by a majority vote of the Directors who are not parties to such action, suit or proceeding, even though less than a quorum;

(b) by a committee of such Directors designated by a majority vote of such Directors, even though less than a quorum; or

(c) if there are no such Directors, or if such Directors so direct, by independent legal counsel in a written opinion.

Section 9.5. Supplementary Coverage.

(a) General Rule. The indemnification and advancement of expenses provided by or granted pursuant to Section 9.1 (relating to third-party actions), Section 9.2 (relating to derivative and corporate actions) or Section 9.3 (relating to advancing expenses) shall not be deemed exclusive of any other rights to which a person seeking indemnification or advancement of expenses may be entitled under any agreement, vote of Directors who were not parties to the action or proceeding, or otherwise, both as to action in his official capacity and as to action in another capacity while holding that office. Section 5728 of the PaNPCL (relating to interested directors or officers) shall be applicable to any contract or transaction authorized by the Directors under this section. The Corporation may create a fund of any nature, which may, but need not, be under the control of a trustee, or otherwise secure or insure in any manner its indemnification obligations, whether arising under or pursuant to this section or otherwise.

(b) When Indemnification is not to be Made. Indemnification pursuant to subsection (a) shall not be made in any case where the act or failure to act giving rise to the claim for indemnification is determined by a court to have constituted willful misconduct or recklessness.

(c) Grounds. Indemnification pursuant to subsection (a) under any agreement, vote of Directors or otherwise may be granted for any action taken or any failure to take any action and may be made whether or not the Corporation would have the power to indemnify the person under any other provision of law except as provided in this section and whether or not the indemnified liability arises or arose from any threatened, pending or completed action by or in the right of the Corporation.

(d) Trust Property. This Article shall not affect the liability of a representative with respect to the administration of assets held by the Corporation pursuant to its authority to take and hold trust property.

Section 9.6. Power to Purchase Insurance. The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a representative of the Corporation or is or was serving at the request of the Corporation as a representative of another domestic or foreign corporation for profit or not-for-profit, partnership, joint venture, trust or other enterprise against any liability asserted against him and incurred by him in any such capacity, or arising out of his status as such, whether or not the Corporation would have the power to indemnify him against that liability under the provisions of this Article.

Section 9.7. Application to Surviving or New Corporations. For the purposes of this Article, references to "the Corporation" include all constituent corporations absorbed in a consolidation, merger or division, as well as the surviving or new corporations surviving or resulting therefrom, so that any person who is or was a representative of the constituent,

surviving or new corporation, or is or was serving at the request of the constituent, surviving or new corporation as a representative of another domestic or foreign corporation for profit or not-for-profit, partnership, joint venture, trust or other enterprise, shall stand in the same position under the provisions of this Article with respect to the surviving or new corporation as he would if he had served the surviving or new corporation in the same capacity.

Section 9.8. Application to Employee Benefit Plans. For the purposes of this Article:

- (a) References to "other enterprises" shall include employee benefit plans;
- (b) References to "serving at the request of the Corporation" shall include any service as a representative of the nonprofit corporation that imposes duties on or involves services by the representative with respect to an employee benefit plan, its participants or beneficiaries;
- (c) Excise taxes assessed on a person with respect to any employee benefit plan pursuant to applicable law shall be deemed "fines";
- (d) Action with respect to an employee benefit plan taken or omitted in good faith by a representative of the Corporation in a manner he reasonably believed to be in the interest of the participants and beneficiaries of the plan shall be deemed to be action in a manner that is not opposed to the best interests of the Corporation.

Section 9.9. Duration and Extent of Coverage. The indemnification and advancement of expenses provided by or granted pursuant to this Article shall, unless otherwise provided when authorized or ratified, continue as to a person who has ceased to be a representative of the Corporation and shall inure to the benefit of the heirs and personal representative of that person.

ARTICLE X Miscellaneous

Section 10.1. Conflict of Interest Policy. The Corporation shall adopt a conflict of interest policy as specified by the Board.

Section 10.2. Contracts. The President shall execute bonds, mortgages and other contracts requiring a seal, under the seal of the Corporation, except where required or permitted by law to be otherwise signed and executed and except where the signing and execution thereof shall be expressly delegated by the Board to some other officer or agent of the Corporation.

Section 10.3. Depository for Corporate Funds. The funds of the Corporation shall be deposited in its name in a depository or depositories designated by the Board. All checks, demands for money and notes for the Corporation shall be signed by such officer or officers as the Board ~~may~~ designate.

Section 10.4. Records. The officers of the Corporation are responsible for keeping all records of the corporation.

Section 10.5. Fiscal Year. The fiscal year of the Corporation shall begin on July 1 and end on June 30.

Section 10.6. Seal. The seal of the Corporation shall be circular in form, setting forth the name of the Corporation, the year of its organization and the words "Corporate Seal." Except as otherwise required by statute, the affixation of the corporate seal shall not be necessary to the valid execution, assignment or endorsement by the Corporation.

Section 10.7. Adjournment. If any meeting of the Board or the Committees cannot be organized because less than a quorum of the persons involved is in attendance, those persons in attendance may adjourn the meeting to such time and place as they may determine and it shall not be necessary to give any notice of the adjourned meeting or of the business to be transacted, other than the announcement to the meeting at which such adjournment is taken.

~~Section 10.8. Rules of Procedure. Unless otherwise specified, the current edition of Robert's Rules of Order, Revised, shall govern the proceedings at meetings of the Board.~~

Section 10.98. Amendment of Bylaws. These Bylaws may be altered, amended or repealed by a majority vote of the Board at any Regular or Special Meeting, duly convened after due notice to the Directors of that purpose.

Date Adopted: November 18, 2015

Summary report:	
Litera® Change-Pro for Word 10.8.0.80 Document comparison done on 6/1/2021 7:40:14 PM	
Style name: PH Standard	
Intelligent Table Comparison: Active	
Original DMS: iw://IMANAGEDMS/Active/116542175/1	
Description: FDR Bylaws revised 2021	
Modified DMS: iw://IMANAGEDMS/Active/116542175/2	
Description: FDR Bylaws revised 2021	
Changes:	
<u>Add</u>	18
Delete	27
Move From	1
<u>Move To</u>	1
<u>Table Insert</u>	0
Table Delete	0
<u>Table moves to</u>	0
Table moves from	0
Embedded Graphics (Visio, ChemDraw, Images etc.)	0
Embedded Excel	0
Format changes	0
Total Changes:	47



(vō-chāy) means voice.

We use our voice, and empower you to use yours, because we believe every person should belong and be empowered to thrive.

Attachment K (1)

DONOR POLICY

Voce is committed to respecting the privacy of donors. The types of donor information that is collected and maintained is as follows:

- Contact information including name, address, telephone number, and email address.
- Giving information (original check, credit card, bank routing number, etc.).
- Attendance of events and related records.
- Information provided by the donor in the form of intent, comments, and suggestions.

Voce uses donor information to understand their interests in its' mission and to update donors on the organization's plans and activities. Donor information is shared with staff, board members, volunteers, and consultants only on a "need-to-know" basis.

Voce honors donors' requests to remain anonymous and assures that the donors' name, the amount of their gift, or other information will not be released publicly.

Voce also assures donor contact information will not be shared with or sold to any third party. Additionally, donors have the right to opt-out of mailings and email communication by contacting Voce.

Gifts and donations may be restricted by a donor for use in any specific service area, and/or for any approved Voce purpose or program, and these requests must be honored.

If you have comments or questions about Voces' donor privacy policy, please email development@vocetogether.org.



(vō-chāy) means voice.

We use our voice, and empower you to use yours, because we believe every person should belong and be empowered to thrive.

Attachment K (2)

DONOR RECOGNITION POLICY

Purpose: To recognize and acknowledge the importance of donors, both individual or corporate, as a crucial element in any giving program. This policy applies to individual donors who do not receive significant material benefit from their contribution as well as businesses and individuals who support Voce through sponsorship agreements and are recognized as described in their situation specific documents.

Recognition Process

- I. For every gift, regardless of size, the donor will receive a written thank you sent within ten business days after receipt.
 - a. For gifts of over \$1,000, the recognition letter will be hand-signed by the Voce Executive Director.
 - b. For memorials or tributes, a signed card will be sent to whomever the donor requests without amount on the honoree's note and the donor will be notified that the memorial or tribute has been received and that the honoree has been notified.
 - c. Voce may, from time to time, host a reception or special event to recognize all donors who have given at least \$1,000 in a single year.
- II. Permanent, public recognition may also be available for every donor with cumulative gifts of \$10,000 or more, or who have signed a letter of intent to remember Voce in their estate planning, and who give permission for public recognition (planned giving).
 - a. Recognition of contributions to specific campaigns will be determined in the campaign plan. In general, permanent recognition will be placed at the site of any new construction or capital project, so long as such recognition is in compliance with policy.
 - b. Design of any public recognition should be reviewed and approved by the senior management of Voce.
- III. If an individual wishes to open a named endowed fund to benefit Voce or one of its programs, a minimum initial investment of \$100,000 is required.



(vō-chāy) means voice.

We use our voice, and empower you to use yours, because we believe every person should belong and be empowered to thrive.

Attachment K (3)

FUNDRAISING POLICY

Voce performs fundraising activities to obtain funds to support their programs and the administration of those programs. The following are the guiding principles for fundraising activities associated with Voce:

- Honesty is an essential element of all fundraising campaigns. Fundraisers should be open, honest, and clear about the use of solicitations and should make every effort to avoid misleading donors as to the use of funds and description of activities.
- All venues used for advertising and solicitation should be consistent with Voce mission and core values.
- Annually, the Development Committee will present a development plan with an event calendar of fundraising activities to the Board of Directors for approval. Any requests for additions or changes in fundraising activities will require a presentation to the Development Committee. The Development Committee may provide approval for the change or may, at their discretion, present the request to the Board of Directors for their approval.
- All persons engaged in fundraising activities will maintain accurate records of expenses, donations, and income, honoring the intention of the gift when it is made known by the donor. Development staff will properly record donations and share donation reports with the Director of Finance and Business Operations to ensure that financial information is documented for accounting purposes.
- Voce will conduct fundraising activities in a cost effective and appropriate manner depending on the nature and scope of the activity, maintaining fiduciary responsibilities to donors and guests.
- All persons engaging in fundraising activities for Voce will abide by the Ethics and Accountability Code stated in *Appendix A: The Standards for Excellence for Professional Practice*.
- Voce adopts and expects persons performing fundraising activities are to abide by the Association of Fundraising Professionals Donor Bill of Rights as stated in *Appendix B – A Donor Bill of Rights*.
- All persons engaging in fundraising activities for Voce will abide by the Solicitation of Funds for Charitable Purposes Act, especially Section 162.13 Limitation on activities of

charitable organizations; disclosure requirements, as noted in *Appendix C: The Solicitation of Funds for Charitable Purposes Act*.

Appendix A: The Standards for Excellence for Professional Practice

The *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector* states, “An organization’s fundraising program shall be maintained on a foundation of truthfulness and responsible stewardship. Its fundraising policies should be consistent with its mission, compatible with its organizational capacity and respectful of the interests of donors and prospective funders.” The *Standards for Excellence* go on to state that nonprofits should have certain practices in place to assure responsible stewardship, including:

- Solicitation and promotional materials shall be accurate, truthful, and correctly identify the organization, its mission, and the intended use of the solicited fund;
- All statements made by the charitable nonprofit in its fundraising appeals about the use of a contribution should be honored;
- Charitable nonprofits should honor the known intentions of a donor regarding the use of donated funds;
- Charitable nonprofits should respect the privacy of donors and safeguard the confidentiality of information, which a donor reasonably would expect to be private;
- Charitable nonprofits should provide donors an opportunity to state that they prefer to remain anonymous and that their name, the amount of their gift, or other information would not be publicly released;
- Charitable nonprofits should provide donors an opportunity to have their names removed from any mailing lists, which are sold, rented, or exchanged;
- Nonprofits should honor requests by a donor to curtail repeated mailings or telephone solicitations from in-house lists;
- Solicitations should be free from undue influence or excessive pressure, and should be respectful of the needs and interests of the donor or potential donor; and
- A charitable nonprofit's fundraising costs should be reasonable over time. On average, over a five-year period, a nonprofit should realize revenue from fundraising and other development activities that are at least three times the amount spent on conducting them.

Appendix B: The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

- I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the organization's most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgement and recognition.
- VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
- VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
- X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

Appendix C: The Solicitation of Funds for Charitable Purposes Act

Section 162.13 Limitation on activities of charitable organizations; disclosure requirements

- (a) **Solicitation limitation** — A charitable organization may only solicit contributions for the charitable purpose expressed in solicitation for contributions or the registration statement of the charitable organization and may only apply contributions in a manner substantially consistent with that purpose.
- (b) **Solicitation disclosures** — A charitable organization soliciting in this Commonwealth shall include all of the following disclosures at the point of solicitation:
- (1) Its legal name as registered with the department and location and, if different, the legal name and address of the charitable organization as registered with the department on whose behalf the solicitation is being conducted. Any use of a project or program name in a solicitation must be immediately followed by a disclosure of the legal name of the charitable organization as registered.
 - (2) If requested, the name and address or telephone number of a representative to whom inquiries could be addressed.
 - (3) A full and fair description of the charitable purpose or purposes for which the solicitation is being made, and a source from which written information is available.
 - (4) If requested, the source from which a financial statement may be obtained. Such financial statement shall be consistent with the annual financial report requested under section 5 and shall disclose assets, liabilities, fund balances, revenue and expenses for the preceding fiscal year. Expenses shall be separated into program services, administrative costs and fundraising costs.
- (c) **Notice on printed solicitation** — On every printed solicitation or written confirmation, receipt and reminder of a contribution, the following statement must be conspicuously printed verbatim:
- The official registration and financial information of (insert the legal name of the charity as registered with the department) may be obtained from the Pennsylvania Department of State by calling toll free, within Pennsylvania, 1 (800) 732-0999. Registration does not imply endorsement.
- (d) **Misrepresentation** — A charitable organization may not misrepresent its purpose or nature or the purpose or beneficiary of a solicitation. A misrepresentation may be accomplished by words or conduct or failure to disclose a material fact.
- (e) **Control over fundraising activities** — A charitable organization must establish and exercise control over fundraising activities conducted for its benefit, including approval

of all written contracts and agreements, and must assure that fundraising activities are conducted without coercion.

- (f) **Restrictions on certain contracts** — A charitable organization shall not enter into any contract or agreement with or employ any professional fundraising counsel or professional solicitor unless that professional fundraising counsel or professional solicitor is registered with the department.
- (g) **Registration with department required** — A charitable organization shall not enter into any contract or agreement with or raise any funds for any charitable organization required to be registered pursuant to this act unless such charitable organization is registered with the department.
- (h) **Deposit of contributions** — Each contribution in the control or custody of the professional solicitor shall in its entirety and within five days of its receipt be deposited, maintained and administered in an account at a bank or other federally insured financial institution which shall be in the name of the charitable organization and over which that charitable organization shall have sole control of all withdrawals.



(vō-chāy) means voice.

We use our voice, and empower you to use yours, because we believe every person should belong and be empowered to thrive.

Attachment K (4)

GIFT ACCEPTANCE POLICY

Voce solicits and accepts gifts that are consistent with its mission and that support its core programs, as well as special projects. In the course of its regular fundraising activities, Voce will accept donations of the following: food, money, real property, personal property (e.g. autos, boats, office equipment, etc.), stock, etc. Donations will generally be accepted from individuals, partnerships, corporations, foundations, government agencies, or other entities, without limitations. Voce can and will accept financial gifts from a state licensed and approved medical cannabis related business.

Gift Acceptance Committee

Certain types of gifts must be reviewed prior to their being accepted because they will create liabilities or impose special obligations on Voce. The Gift Acceptance Committee is charged with determining the acceptance of such gifts, including but are not limited to future payment or expense prior to converting the gift to a usable cash resource. Such offered gifts which require approval prior to acceptance include but are not limited to real estate, timeshares, and term-life insurance contracts.

By designation of the Board of Directors, the Finance Committee acts as the Gift Acceptance Committee and will remain such until otherwise designated by the Board. The Gift Acceptance Committee shall approve the acceptance of a qualifying gift by majority vote of the Committee (email correspondence is permitted). At the discretion of the Committee, the Committee may request approval from the Board for accepting certain gifts.

Other Provisions

In addition to the specific gifting process described below, the following parameters have been established:

1. Any non-cash and non-food gift that exceeds \$10,000 in value must be approved by the Executive Director in collaboration with the Development Director or the Board President in the absence of the Development Director;
2. Any non-cash and non-food gift that exceeds \$50,000 in value must be approved by the Gift Acceptance Committee.

The following gifts require review according to the described process:

- Gift in kind: food, toiletries, diapers, etc. for program use – requires approval of the Program Development Director.
- Gifts of Personal Property: automobiles, furniture, business equipment, jewelry, and artwork - require the approval of the Executive Director.
- Gift cards and certificates – require approval of the Executive Director.
- Gifts of Securities: stocks, bonds, or other securities – require the approval of the Executive Director and the Finance Committee.
- Charitable Gift Annuities – require the approval of the Executive Director and the Finance Committee.
- Gifts of prepaid Life Insurance – require the approval of the Executive Director and the Finance Committee.
- Restricted Gifts: gifts that may only be used for restricted purposes – require the approval of the Executive Director and the Finance Committee.
- Unusual Gifts: gifts that are out of the ordinary and are not specifically addressed in this policy and procedure - require the approval of the Executive Director and the Finance Committee.
- Gifts of Real Property: land and/or buildings - require the approval of the Gift Acceptance Committee.
- Other Gifts: mortgages, notes, copyrights, royalties, easements – requires the approval of the Gift Acceptance Committee.
- Life Estate Gifts – Donors shall generally not be encouraged to make qualified gifts of real property to Voce under which they maintain a life interest in the property. Personal residences and farms qualify for favorable tax treatment for this type of gift. Such gifts are subject to approval of the Gift Acceptance Committee.
- Payment of fees related to gifts – requires the approval of the Board of Directors over \$10,000. Fees under \$10,000 require approval of the Gift Acceptance Committee.
- Bequests are subject to the limitations of the Gift Acceptance policy and, depending on the nature of the gift, requires approval of the Gift Acceptance Committee.
- Charitable Trusts – Voce will not serve as the sole trustee of a charitable trust for the benefit of the institution. This policy may only be waived by a written resolution of the Gift Acceptance Committee with review by appropriate legal counsel and approval by the Director of Finance and Business Operations of Voce.
- Pooled Income Fund – Voce will establish a pooled income fund, a gifting device established by Congress under the terms of section 642 of the Internal Revenue Code and regulations promulgated therein, upon the receipt of the first contribution. Requires the approval of the Gift Acceptance Committee.

Voce may elect to refuse gifts of cash, securities, real estate, or other items of value if there is reason to believe that such gifts are incompatible with the mission of the organization, conflicts with its core values, or would create a financial or administrative burden. In such cases, the Executive Director is directed to refer questionable gifts to the Gift Acceptance Committee for guidance on a case-by-case basis. The Development Director and other employees of the organization are encouraged to bring to the attention of their immediate supervisors any concerns they may have about the appropriateness of accepting any gift.

Acknowledgement of Gifts

Voce will provide receipts acknowledging gifts or services donated. Valuing the gift for purposes of tax deductibility is the responsibility of the donor; therefore, Voce will not provide the monetary value for non-monetary gifts but rather a description of the gift of service.

Disposition of Gifts

Unless otherwise stated, the same party that was authorized to accept the gifts on behalf of Voce is authorized to set and/or adjust the disposition price of such asset. The exception to this policy would be for sales made to current donors, employees, volunteers, or Board members of Voce and their families. Sales made to these parties must be approved by majority consent of both the Finance Committee (email correspondence is permitted).

THIRD-PARTY EVENTS POLICY

Voce relies on the willingness of individuals and organizations who generously initiate fundraising events and activities to raise money in support of our programs.

A Third-Party Event is an event organized and executed by external volunteers (individuals, community groups, service clubs, or businesses) who wish to raise money through a planned activity that is designed, managed, and financially resourced by the external party. Examples of a Third-Party Event includes but is not limited to auctions, concerts, golf tournaments, and bake sales.

Approval of Third-Party Events

Voce requests that a Third-Party Event Application be completed and returned at least one month prior to the date of the event, which includes naming the beneficiary of the proceeds from the event. Voce will not approve or support any event that would be inconsistent with the mission of the organization.

When a Third-Party Event Application is received and the event is approved, Voce will support the event in the following ways:

- Post the event flyer on the Voce web site under “Community Events” or similar heading.
- Include the event as a link in Voce e-newsletters or social media posts and other ways, as applicable.
- Share the event on the Voce Facebook Page and other social media, as applicable.
- Provide hand out materials for the event.
- Coordinate a Voce representative at the event, which may include speaking at the event, as applicable.

Guidelines for Third-Party Events

All Third-Party Events approved by Voce must adhere to the following guidelines:

- Voce requires a copy of any promotional materials using our name and logo.
- Any use of the Voce logo must adhere to established brand standards (for more information, please contact the Communications Specialist). The official logo of Voce should be appropriately used in conjunction with such an event, but may

not be altered in typeface, configuration, and/or position.

- All promotional materials must clearly state the percentage of proceeds and/or the portion of the ticket price that will benefit Voce.
- Voce must receive all net proceeds within 30 business days of the conclusion of the event and/or promotion.
- Voce is not financially liable for the promotion and/or staging of Third-Party Events.

Out of respect for donors and our organizations' reputations, Voce wants to encourage accountability in the handling of donations and receipts for third party and our own fundraising events. We would greatly appreciate an opportunity to talk with our partners about your group's cash handling procedures and would be happy to share resources if they would be a benefit.

Questions about these guidelines may be directed to Voce at: development@vocetogether.org

Charitable Contributions at Third-Party Events

The Internal Revenue System recognizes Voce as a charitable organization which means that contributions to Voce qualify for the maximum charitable contribution deduction under the Internal Revenue Code Section 501(c)(3). If payments are made to an independent organization which is not a qualified organization, then the payments are not tax-deductible. However, if the payments are payable to Voce, then they would qualify to the extent allowed by the law.

Voce has materials available for those parties wishing to learn more information about the *Standards for Excellence* as well as other best practices related to organizing and managing fundraising events.



(vō-chāy) means voice.

We use our voice, and empower you to use yours, because we believe every person should belong and be empowered to thrive.

Attachment K (6)

Third-Party Event Form

Please complete this form and return it to: development@vocetogether.org

Name of Group/Individual Planning Event: _____

Event Contact Person: _____

Mailing Address of Contact Person: _____

Telephone of Contact Person: _____

Email of Contact Person: _____

Name of Event: _____

Date and Time of Event: _____

Rain date, if applicable: _____

Location of event: _____

Event type: Open to the Public _____ Invitation Only _____ Price: _____

Has this event taken place before? Yes _____ If so, when? _____ No _____

Will the amount raised be matched? Yes _____ No _____

Briefly describe the fundraising components (ticket sales, auction, sponsors, etc.). Please use the back of the page if you need more space: _____

What is the projected gross income? _____ What are projected expenses? _____

If possible, would you like someone from Voce present at the event? Yes _____ No _____

If yes, what role would they play? _____

How will the event be publicized (please attach any samples to the application)? _____

Do you plan to the Voce logo in your promotional materials? Yes _____ No _____

If yes, in what form would you like to receive the logo (jpeg, png, etc.)? _____

Voce requests that you display informational materials about our organization at your event. Please indicate how many items you will need: _____

Do you have liability coverage? Yes _____ No _____

Please share any additional information you think we should have: _____

IMPORTANT – PLEASE READ

I/we have read the accompanying Third-Party Event Guidelines and Procedures provided to me/us by Voce and understand the policies described. I/we hereby agree to abide by the guidelines and hold harmless Voce against any claims arising from this event.

Print Name

Signature

Date



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Attachment K (7)

STATEMENT OF CONFIDENTIALITY

Employees and associates of Voce may directly or indirectly become knowledgeable of an individual's personal information, which includes but is not limited to medical and health information. This information must be held in the strictest confidence. If the disclosure of such information is required for the performance of job related duties, the individual about whom the information is to be disclosed shall be informed in advance of the disclosure, the reason for the disclosure, the person(s) or organization to which the information is to be disclosed and the context in which the disclosure will be made. The unauthorized disclosure of an employee or associate's personal information by any Voce employee or associate may result in disciplinary action up to and including termination.

Employee/Associate Name:

Signature:

Date:



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Attachment K (8)

ORGANIZATIONAL CONFLICT OF INTEREST STATEMENT

Employees and associates of Voce agree to avoid any conflict of interest between Voce and their own personal, professional, and business interests. This includes avoiding actual conflicts of interest as well as perceptions of conflicts of interest. The standard of behavior is to:

- protect the integrity of Voce’s decision-making process,
- enable our constituencies to have confidence in our integrity, and
- protect the integrity and reputation of volunteers, staff, and board members.

During meetings or activities, employees and associates are required to disclose, to the best of their knowledge, any interests in a decision or transaction which could benefit the employee or associate, their family and/or significant other, employer, or close associates. After disclosure, employees and associates must leave the room for the discussion and will not be permitted to vote on the question.

This statement is meant to be a supplement to good judgment and employees and associates are to respect its spirit as well as its wording.

Employee/Associate Name:

Signature:

Date:

VOCE RECORDS RETENTION SCHEDULE

To be used by:	This procedure is to be used all employees and associates with access to the below records and at the direction of the Director of Finance and Business Operations.
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Definitions

Retention Periods	Retention Periods are expressed in terms of the number of calendar years plus the current calendar year. If a record is classified as “C + 7 years,” first determine the year the document was created and then add seven calendar years to that year: this figure will be the period during which the document shall be retained. For example, if a document was created in June 2007, it should be retained through December 31, 2014, which means it will not be destroyed until 2015. In other words, the document will be kept during the remainder of 2007 and the seven calendar years thereafter, and will only be destroyed during the annual review of Records in 2015.
Abbreviations	P - Permanent AT - After Termination or Expiration C+ - Creation Year plus the designated number of years

Effective Date	08/01/2015
Previous Versions	None

Overview

It is the policy of Voce to retain records as required by law and to destroy them when appropriate. The destruction of records must be approved by the Director of Finance and Business Operations and logged into the agency Destroyed Records Log.

TYPE OF RECORDS	RETENTION PERIOD
Accounting and Payroll	
Accounts Payable Vouchers	C+7
Accounts Receivable	
Accounts Receivable, Aging and Allowance Calculations	
Bank Statements & Reconciliations	
Billing Reports	
Cash Receipts & Disbursements, Registers	
Checks (cancelled, copies, payroll)	
Commission Reports	
Completed Tax Filing Forms & Evidence of Tax Withholding and Payment	
Cost Comparison Files	
Cost of Production Report	
Employee Earnings Records	
General Ledgers	
Inventory Records	
Journal Entries and Backup	
Monthly Financial Statements & Trial Balances	
Payroll Registers	
Payroll Wage & Tax Register	
Petty Cash Records	
Supporting Workpapers Prepared for External Auditors	
W2 Statements	
Depreciation Schedules	AT+7
Fixed Assets	AT+7
Contracts	
Acquisition/Sale Agreements	AT+7
Contracts with Consultants	
Credit and Loan Agreements	
Employment Contracts	
Financing and Loan Agreements and related documents	
Franchise Agreements	
Joint Ventures	
Leases (whether governing real or personal property)	
Leases (lease of properties at which the Corporation uses hazardous substances or at which hazardous substances were known to have been located as a result of the owner's or prior tenant's activities).	
Licenses	
Merger Agreements	
Purchase/Sale Agreements (general)	
Purchase/Sale Agreements (real estate matters)	

Real Property Deeds, Titles and Associated Documents	
Suppliers	
Financial Statements and Supporting Documentation	
Miscellaneous Financial Documents	P
General Corporate Records	
Annual Report (glossy)	P
Corporate Minute Books	
Director and Committee Meeting Minutes	
Employee Benefit Documents	
Filings and Reports with Canadian Securities Regulatory Authorities	
Records of Incorporation and By-Laws	
Resolutions Passed by Unanimous Consent	
SEC Filings and Reports	
Shareholder Meeting Minutes	
Stock Awards	
Stock Certificates – Cancelled	
Stock Certificates and Records	
Stock Transfer Register	
Legal	
Due Diligence Investigation Materials	7 years after resolution
Employee Lawsuits	
Government Disclosures, Reports, and Filings	
Investigation Files	
Legal Proceedings (Corporation as a party)	
Legal Proceedings (Corporation as a non-party)	
Litigation Files	
Patent and Trademark related documents	AT+6
Personnel	
Personnel Files	AT+7
Time Cards	
Resumes/Applications for employees not hired	C+2
Worker's Compensation Claims	C+30
Tax	
Federal Unemployment Forms	P
Income Tax Returns	
I.R.S. and State Audit Reports	
Property Tax Returns	
Sales and Use Tax Work Papers	
Tax Returns Supporting Workpapers	