



(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  
February 21, 2024  
Agenda**

- I. Opening Comments & Welcome / Anticipated Action: collect volunteer hours (Natasha Mitchell).
  - a. Welcome Laura Asper, Executive Administrative Assistant
  - b. Mission Moment (Tinnessha English)
- II. Presentation of Financial Audit 6/30/23 – Boyer & Ritter (Dave Manbeck and JohnCarlos Tavares) – Attachment
- III. August and November 2023 Meeting Minutes / Anticipated Action: accept or revise (Natasha Mitchell)
- IV. Voce Overview Presentation (Fawn Davies and Jessica Castle)
- V. Executive Summary (Rick Azzaro), Attachment A-2.21.24
- VI. Committee Reports (Committee Chair)
  - a. Executive and Governance – No report
  - b. Finance and Administration, Attachment B-2.21.24
    - i. Operations Report
    - ii. Financial Statements
    - iii. FY 2024 Budget Draft and Narrative
  - c. Program
    - i. SWAN/TA, Attachment C-2.21.24
    - ii. SWAN/LSI, Attachment D-2.21.24
    - iii. Training, Attachment E-2.21.24
    - iv. Voce Program, Attachment F-2.21.24
  - d. Resource Development – No report
  - e. Communications – No report
  - f. Employee Engagement – No report
- VII. Ongoing Business
  - a. SWAN Prime Contract Status (Tammy Hendrix)
  - b. Adoption Legal Services Project (Rachel Meaker)
  - c. Board Secretary Vacancy (Natasha Mitchell)

VIII. New Business

a. Strategic Planning/Goals Discussion (Rick Azzaro)

IX. Next Meeting Date: May 22, 2024

X. Adjourn Meeting



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## Voce Quarterly Board Meeting August 23, 2023

**Members present:** Joanna Crishock, Natasha Mitchell and Chris Zeigler. Steve Kpakiwa by Zoom. **Members Absent:** Jake Hopkins, Peter Megoulas and Fred Trimmer. **Staff present:** Rick Azzaro, Nicole Bruntz, Jessica Castle, Fawn Davies, Tennesha English, Tammy Hendrix, Devin Knaub, Roxanne Lehman, Rachel Meaker, Stephanie Mannering and Belinda Muschar. **Guest:** Jim Eisenbeis

### I. Opening Comments and Welcome

Rick opened the meeting held at the Cracked Pot Coffee Shop, Mechanicsburg, PA due to Voce being temporarily without an office space. Volunteer hours were collected. Rick welcomed Jim Eisenbeis, potential board member, from Graham Architectural Products and Fred's former coworkers; Jim shared about his background. Rick welcomed Tennesha English, Program Director – Technical Assistance, to her first board meeting; Tennesha shared a little about herself and her vision for SWAN TA.

### II. Mission Moment

This evening's meeting spot, The Cracked Pot, is a social enterprise developing and employing youth aging out of foster care. Tennesha also shared a mission moment about a youth who had been matched at the Summer Statewide meeting after receiving several SWAN services and LSI support since initial placement.

### III. Review of August Board Meeting Minutes

Minutes from the May 2023 board meeting were reviewed.

### IV. Fiscal Year 2022-23, Quarter 4 Financials

See written report. 2022-23 health insurance claims will be reconciled in September.

### V. Committee Reports

- a. **Executive and Governance** – Voce and the SWAN prime contractor vacated the Swatara township offices at the end of July. The prime contractor is maintaining a small administrative office at the old building temporarily during the month of August. There have been some construction delays at the new Corporate Center Dr. office, but plans are to occupy the space sometime in October. Rick informed the board that Lowell Gates, owner of Linlo Properties, Voce's new landlord, was arrested in early August in connection with the January 6, 2021 riots at the U.S. Capitol. Rick has been in close contact with Diakon leadership to anticipate and prepare for any potential repercussions for Linlo tenants. At this time, concern is minimal.
- b. **Finance** – the new investment policy (see board packet) was presented for discussion and vote. Discussion was minimal; Chris complimented on the policy being well thought out and comprehensive. Fred was recognized for his work in helping to create the policy. The policy was approved as written unanimously.
- c. **Programs** – The SWAN Request for Proposals (RFP) was released August 14. A response is due September 27. A small team is reviewing the specifics of the RFP and coordinating the response,

which will be supported by contributors from all divisions within Voce and the prime contract. Some of the primary differences noted in this RFP include the use of small diverse businesses/veteran owned businesses as subcontractors and the increased accountability to reporting and outcomes.

Rick and Rachel reported on the expansion of the Adoption Legal Services Project (ALSP) and Rachel's new role of Chief Legal Officer. The expansion designates ALSP as the sole provider in Allegheny for adoptions and termination of parental rights. The expansion of ALSP is represented in the SWAN RFP; we are currently waiting on budget approval from the state to post and hire positions to initiate the expansion.

Planning for the Forum on Pennsylvania's Children (FPaC) continues. Registration will open September 1. This year's FPaC will be held in State College on November 14<sup>th</sup> in the hopes of drawing a statewide audience. Keynote speaker will be Jesse Kohler, Executive Director for the Campaign for Trauma-Informed Policy and Practice.

- d. **Communications** – see written report.
- e. **Resource Development** – upon review of a comprehensive FPaC budget inclusive of staff salaries, a decision was reached by staff to increase the goal for corporate sponsorships from \$20,000 to \$60,000. Rick and Roxanne thanked Joanna and the Giant Company for their corporate sponsorship and requested all board members assist in identifying and connecting Voce with other potential sponsors in support of the goal. Natasha requested materials to share with corporate sponsors as well as to share with potential attendees be shared with the board.

#### **IV. Ongoing Business**

#### **V. New Business**

**Next Meeting Date:** November 15, 2023

Meeting adjourned at 6:45 pm.

Respectfully submitted,  
Rick Azzaro



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## Voce Quarterly Board Meeting November 15, 2023

**Members present:** Joanna Crishock, Steve Kpakiwa, Peter Megoulas, Natasha Mitchell and Fred Trimmer. **Members Absent:** Jake Hopkins and Chris Zeigler. **Staff present:** Rick Azzaro, Jessica Castle, Fawn Davies, Tinnasha English, Tammy Hendrix, Roxanne Lehman, Rachel Meaker and Belinda Muschar. **Staff Absent:** Devin Knaub and Stephanie Mannering.

### I. Opening Comments and Welcome

Rick opened the meeting and welcomed everyone to Voce's new offices at 200 Corporate Center Dr, Camp Hill. Credit was extended to Devin for his efforts in securing and outfitting the new office space. Rick requested board members help him make contacts within the West Shore business community. Volunteer hours were collected.

### II. Mission Moment

Tinnasha presented the story of "Lydia," an older youth for whom a supportive relationship was developed as she worked toward independence from the system. While not every story is one of adoption, everyone needs supportive relationships to be successful.

### III. Review of August Board Meeting Minutes

Minutes from the August 2023 board meeting will be shared at a later date for review.

#### Executive Summary

Rick presented highlights from the Executive Summary and spoke on the theme of transitions, including workforce considerations. Voce's vacancy rate is dropping thanks to strategies implemented by HR. Most vacancies are paralegal positions since these are positions not offered at market value according to the Bureau of Labor Statistics. Next year's budget includes a proposal for pay increases for paralegals in high-cost regions. In light of recent published paralegal salaries supporting the expansion of the Adoption Legal Services Project, LSI paralegal staff have voiced pay equity concerns; however, we are unable to disclose proposed strategies for adjusting salary structures until budgets are final. Natasha recommended formalizing and documenting the compensation structure in preparation for any potential formal complaint related to pay. Managers should be provided a copy to present as Voce's pay strategy to facilitate conversations with staff who raise questions. Joanna also mentioned Maryland's minimum wage increase and the compression effect on Giant stores bordering Maryland.

### IV. Fiscal Year 2023-24, Quarter 1 Financials

The first quarter financial statements distributed with the board packet will be revised and sent to the board. Fred provided clarity on the SWAN reimbursement rate as it relates to health benefits as well as amortizing professional fees. Additionally, Rick indicated adjustments to payments from PennDOT relative to the office relocation.

### V. Committee Reports

Rick asked board members to review board committee descriptions and join a committee if not already serving on one.

#### IV. **Ongoing Business**

**Office Relocation** – The lease of the new office space is higher than the space Voce occupied on JPL Wick Dr. Particular attention was paid to paying a fair share for the space that is shared with the SWAN prime contract.

**SWAN Contract** – Tammy recapped the effort to respond to the SWAN Request for Proposals released in August. The current contract was initially for five years, but extended to eight years. Preparing the proposal for the next contract was a tremendous team effort; the final documents were submitted one day before the deadline. The proposal is now with the state. Noteworthy in the RFP were expectations for use of small diverse businesses (SDB)/veteran business enterprises (VBEs) and performance metrics. Tammy also spoke of November's National Adoption Month and explained the need for more families to serve as resources for children.

**Adoption Legal Services Project (ALSP)** - Rachel provided a brief recap of ALSP, what led to the expansion, and the results of interviews conducted the week prior to staff the expanded program.

**Resource Development** – Peter emphasized that Voce programs rely on resource development so more must be done in this area. First, he and Roxanne are reformulating the committee; Peter asked for names for the committee. Secondly, the board and leadership team were asked to make an end-of-year donation with a goal of 100% participation (no Giving Tuesday this year). Third, Rick asked the board to help him make connections with corporate sponsors including board members' employers. In response, several board members renewed their request to increase their understanding of how donations are used to support programs, specifically program priorities and budgets and post-launch, the program benefits and payback. Natasha and Joanna noted a brainstorming conversation that took place at the May board meeting and the lack of a “visual roadmap” to aid articulation of the need.

**Forum on Pennsylvania's Children (FPAC)** – While Voce did not meet its fundraising goal associated with the event, Rick reported it was a great day upon which we will build for next year.

#### V. **New Business**

**Jim Eisenbeis** – Potential new board member, Jim was not in attendance at the meeting. Natasha will follow up with Rick and Jim regarding Jim joining the board.

**Board Secretary Vacancy** – Natasha will send out the secretary description to the board with an invitation to serve in this capacity.

**Executive AA position** – The position will be posted soon. Reach out to Rick with any questions or needs.

**Community Engagement/Board Recruitment** – see Resource Development.

**Next Meeting Date:** February 21, 2023

Meeting adjourned at 7:30 p.m.

Respectfully submitted,  
Rick Azzaro

**Voce**  
**Executive Summary**  
**Board of Directors Meeting**  
**February 21, 2024**

**SWAN:** (See full SWAN LSI & SWAN TA reports) Our current SWAN contract expires on June 30<sup>th</sup> 2024. The RFP for the next SWAN contract was released on August 14, 2023. Our SWAN RFP response was submitted on Tuesday September 26, 2023. The contract period is for 5 years with an option of 3, 1-year extensions. We were notified on January 26, 2024 that we are in the final negotiation phase of the contract process.

Productivity in SWAN remains high and consistent with past years.

**ALSP:**

Our Adoption Legal Services Project (ALSP) in Pittsburgh is the provider for Allegheny County to handle termination of parental rights and adoptions for county children. This program is recognized as a model program. Our expansion of the Adoption Legal Services Project (ALSP) in Allegheny County continues. We have hired all new positions and are currently at full occupancy. The expansion is adding 11 new employees (from 5 to 16) to ALSP and is approximately a \$1.4 million dollar expansion.

**LSI:** (See full LSI Report)

Efforts to enhance attraction and retention of SWAN LSI Paralegals in a challenging labor market continue to be prioritized.

Implementation of the Voce telework policy has been successful and well-received by LSI paralegal staff. LSI Coordinators and Division Managers will continue to monitor this new paralegal work model to ensure that Voce business needs and SWAN deliverables are met. Beginning in October 2023, LSI paralegals could request a long-term telework agreement.

The SWAN LSI Management team continues to work collaboratively and innovatively with Voce Human Resources on recruitment and retention efforts including:

- Finalizing and OCYF approval for resource materials of the College Recruitment workgroup
- Attendance at job fairs and refining resource materials

- Expansion of job boards and piloting LinkedIn<sup>1</sup> recruiting
- Developing budget recommendations to be more competitive in high-cost regions
- Exploring the development of paralegal levels

Stephanie Mannering, former LSI co-program director, has transitioned into the position of Training and Administrative Director. Belinda Muschar remains and now is the sole director for the LSI program.

**SWAN TA:** (See Full SWAN TA Report)

**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 6) Constituent voice.

During this meeting, Jim Eisenbeis, a retiree from Graham Architectural, is up for a vote to join our Board of Directors. Jim brings a wealth of marketing and operations experience.

We currently have a vacant Secretary position on our BOD.

**Operations & Finance:** (See full Financial Report)

**Financials:**

- I. Financials: Projected 2nd Quarter: (93,096). Deficit is due to \$372,106 benefit expense (for the first two quarters) not reimbursed by SWAN. Health Care Expenses: Budgeted \$3,600,000- We are currently slightly under budget for the first two quarters- at 47% expended.
  - The highest expenses are in the areas of: Professional Services (Legal) and Office Relocation expenses not yet reimbursed.
  - Staff Vacancies: Staff vacancies remain high. We ended the FY with an average of 49.3 vacancies per month (13%). Staff vacancies thus far in the first quarter of the fiscal yr= July (53), August (56), September (59), October (59), November (53) and December (49). Avg for first two quarters= 54.8333 (13%).
  - New Auditors, Boyer & Ritter, completed our annual audit and will present it to the BOD at the February 21, 2024 meeting.
- II. Legal:
  - Our law firm is currently assisting us with:

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<sup>1</sup> LinkedIn has had a positive effect on recruiting efforts in Allegheny and Philadelphia Counties

- Revising our SWAN Subcontractor Agreement with Diakon.
- Actualizing Voce Solutions, LLC and advancing our efforts to resource up to take LinkingLives to market.
- Securing IP protection for our REI Training.

**Diversity, Equity & Inclusion:** The leadership team is currently working with our DEI Strategic Council to evaluate the results of a recent DEI staff survey and to develop an action plan. We continue to provide training for staff in this area. The Child Welfare League of America (CWLA) is interested in delivering out training nationwide. We will construct an MOU outlining parameters and payment.

**Voce Programs:** (See full Program Report)

**Voce Solutions & 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. The goal of LinkingLives is simple- to identify kin who can provide a permanent, safe, loving home to the 400,000 children nationwide currently in foster care.

Our trademark application for Voce Solutions and LinkingLives was accepted.

We are now under a contract agreement with Serenity Software developers. They are currently working on upgrading the code, fixing bugs, and securing connection with our API provider. Once complete we are ready to move to a full-scale pilot with our partner JusticeWorks, estimated time for start of pilot is end of March. Priority will be given to securing capital to complete Phase 1.

Phase 1-current- July 2024

- Complete development
- Start and conclude pilot
- Gather and analysis outcome data
- Establish launch strategy

Phase 2-July 2024-

- Market Launch-regional
- Continue to monitor platform
- Support Users
- Customer feedback

NEED:

- Secure capital
  - Currently seeking seed funding designed for early-stage companies.
  - Grants/Government programs for pre-revenue stage start-ups
  - An estimated \$3M in capital to sustain 3 years of operational costs
- Connections to field experts for inclusion in the Voce Tech Advisory Committee

**Training:** (See full Training Report)

Our WSW SWAN Conference, January 23-25<sup>th</sup> in State College was very successful. We are actively planning our SWAN Spring Quarterlies and our All-Staff Meeting: March 28, 2023 in Gettysburg. Voce is celebrating our 25<sup>th</sup> Anniversary and will hold a reception on March 27<sup>th</sup> in Gettysburg. The Board of Directors is invited to attend.

**Resource Development:**

Our Fund Development Director, Roxanne Lehman, has accepted a new job and has resigned her position. We wish Roxann the best as she moves into a new professional chapter. We are freezing this position and fund development activities will fall primarily under Rick. BOD members are encouraged to give. We are seeking 100% board giving.

Respectfully submitted, Dr. Rick Azzaro, Executive Director, Voce



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## Operations Department

### Administrative Update

Wednesday, February 21st, 2024

#### Executive summary of the Financial Report (2nd Quarter 23-24):

The financial report for the second quarter of the 2023-2024 fiscal year reflects a negative bottom line and has us coming in with -93K. This negative amount is directly related to expenses for benefits and being underfunded by SWAN in our benefit reimbursement. There are also expenses for the move that will be recouped in the third and fourth quarters. There is also a higher-than-expected expenses in professional fees, this is related to Voce implementing a new sourcing tool in LinkedIn to source candidates and we are seeing a positive return on the investment. Voce also entered into a multiyear contract with our staff appraisal tool. We have also had a lot of work performed by legal on the SWAN RFP and Voce's subcontractor agreement with Diakon.

Over the second quarter we held a 13% vacancy rate (55 vacant positions), which is what we budget for, but we also in the second quarter received approval for the ALSP expansion and that included 9 staff, so our SWAN staffing grew to 405. With the new sourcing tools being implemented in the first quarter that resource was used to source the necessary ALSP staff. I am told by the HR team that we could see a reduction to under 40 staff vacancies by the end of the fiscal year.

The Operations and Finance committee met on February 12<sup>th</sup> to go over the 2<sup>nd</sup> quarter financial, budget and audit. The committee members helped with formatting in the finances and has helped us get to an easier to understand layout.

- The 2<sup>nd</sup> quarter shows a current loss of \$93k. This is directly related to underfunded benefits by Diakon and increased insurance claims in the 2<sup>nd</sup> quarter.
  - Currently Voce has unpaid invoices in the amount of 728k from Diakon. Of that 728K: 57K are for invoices over 60 days old, the remaining 671K is under 60 days.
  - Voce also is expecting another 99k for move reimbursement and income. This will total 144K that will be collected from PennDOT. Current expense vs income in the second quarter has us 11K in the red (Voce budget 40k plus any receivable income/reimbursement). Once PennDOT checks are finalized and final items are purchased we expect to be in the black 70k.
- P&L and Budget to Actual Variances:
  - We have seen an increased cost for benefits compared to benefit reimbursements from Diakon. This continues to be monitored and in FY25 we will see an increase to 31% in benefit reimbursement for all SWAN staff. We did have in the first quarter some unexpected healthcare expenses but those few staff are getting close to the stoploss amount and others were one-time high expenses. We hope to have a lower cost for the rest of the fiscal year.
  - Voce has utilized legal under professional fees substantially in the first half of the year in the amount of 43K. Most of this is due to assistance needed for the SWAN RFP and

preparing the Voce subcontractor agreement. There has also been some legal used for LinkingLives and Voce Solutions our tech tool that is being developed and the entity that will oversee the implementation and sales licenses for the tech tool LinkingLives. We have also needed to utilize legal to help with a few HR items. Rick and I are monitoring the usage of legal and hope to come in under budget for professional services for the fiscal year.

- Voce also renewed two of the tools that HR uses for recruitment and annual appraisal that is leading to the increased use of funds in the first half of the year.
- Bank Charges are up, and this is due to F&M investment funds being in this area of the chart of accounts. Melody and I don't love it here and are having conversations with Boyer & Ritter on the best way to record this. But with increased fees also came increased interest income.

### **Operations Department Updates:**

#### **Facilities:**

Voce moved into the new office on November 1<sup>st</sup>. We do have an increase in equipment and furniture for the first and second quarters. All major purchases for the suite have been purchased except for the middle area where we will be designing a "Friends" style café work area. Voce leadership and office staff are excited about working on a vision board and actualizing this space.

At the end of the quarter, we had 5 outstanding reimbursable items and one income item due to displacement that we are waiting for from PennDOT. Per PennDOT these items will come in during the third or fourth quarter. The total that was shared with me from PennDOT is 99k in outstanding receivables that are to be paid to Voce.

The current budget has Voce budgeting 40k of the G&A towards the move, but I am happy to say that due to the income and reimbursement that have come in and are to come in we will be in the black on this project.

#### **Human Resources:**

Nothing to report currently.

#### **Payroll/Inova:**

Nothing to report currently.

#### **Legal:**

Nothing to report currently.

**Banking:**

Voce is looking at our banking relationships and seeing who the best fit for future banking relationships would be. We need banking institutions that support the mission and are willing to contribute or sponsor Voce programs outside of SWAN.

**Benefits:**

Nothing to report currently.



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## Voce Operations Committee – 2nd quarter FY2024 2/12/2024

2<sup>nd</sup> quarter financials narrative and variances for discussion:

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  - Currently Voce has unpaid invoices in the amount of 728k from Diakon. Of that 728K: 57K are for invoices over 60 days old, the remaining 671K is under 60 days.
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- P&L and Budget to Actual Variances:
  - We have seen an increased cost for benefits compared to benefit reimbursements from Diakon. This continues to be monitored and in FY25 we will see an increase to 31% in benefit reimbursement for all SWAN staff. We did have in the first quarter some unexpected healthcare expenses but those few staff are getting close to the stoploss amount and others were one-time high expenses. We hope to have a lower cost for the rest of the fiscal year.
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  - Voce also renewed two of the tools that HR uses for recruitment and annual appraisal that is leading to the increased use of funds in the first half of the year.
  - Bank Charges are up, and this is due to F&M investment funds being in this area of the chart of accounts. Melody and I don't love it here and are having conversations with Boyer & Ritter on the best way to record this. But with increased fees also came increased interest income.
- FY24 Budget conversation.
  - Budget and budget narrative for FY2024 will be discussed.

**Voce**  
Financial Statements  
7/1/2023 - 6/30/24  
2nd quarter 7/1/23-12/31/23

	SWAN Reimbursed	Voce Development	G & A	Total Voce	GRAND TOTAL
<b>REVENUE</b>					
Payroll Income	8,328,405			-	8,328,405
Benefit Income	2,396,282			-	2,396,282
Reimbursed Income	121,672			-	121,672
Consult & Training Programs		3,015		3,015	3,015
Fee for Service Income		6,750		6,750	6,750
G & A Income			1,159,329	1,159,329	1,159,329
Interest Income			61,426	61,426	61,426
Fundraising		24,022		24,022	24,022
Grants		500		500	500
Cell Phone Stipends	70,940			-	70,940
Misc. Receipts				-	-
<b>TOTAL REVENUE</b>	<b>10,917,299</b>	<b>34,287</b>	<b>1,220,755</b>	<b>1,255,042</b>	<b>12,172,341</b>
<b>EXPENSES</b>					
	<b>94.85%</b>	<b>1.33%</b>	<b>3.46%</b>	<b>Total Voce</b>	<b>GRAND TOTAL</b>
Payroll - Wages	8,323,722	116,948	303,283	420,231	8,743,953
Stipends	71,075	1,650	7,810	9,460	80,535
SWAN Wages paid by Voce - .36%			31,604	31,604	31,604
PR Taxes - SWAN wages paid by Voce			2,406	2,406	2,406
Health Ins. - SWAN wages paid by Voce			6,878	6,878	6,878
Company Paid Benefits	1,255,785	15,068	51,220	66,287	1,322,072
Health Insurance	1,812,294	25,463	66,033	91,495	1,903,789
Employee Contributions to Benefits	(193,224)	(1,966)	(10,705)	(12,671)	(205,895)
Sun Life Stop Loss Recovered				-	-
Consult, Training & Programs		984		984	984
LMS		7,791		7,791	7,791
National Conference Travel				-	-
Program Subcontractors/Speakers				-	-
All Staff Meetings/Voce Trainings				-	-
Programs/C&S Travel, Supplies, Comm		22,452		22,452	22,452
Ads	202			-	202
Bank Charges			7,435	7,435	7,435
Communications		1,191	3,397	4,588	4,588
Conferences		50	2,942	2,992	2,992
Donations & Gifts		19	6,652	6,671	6,671
Dues, Subscriptions, Licenses		1,792	3,195	4,987	4,987
Insurance	4,160		27,479	27,479	31,639
Meal & Travel		1,251	8,947	10,198	10,198
Occupancy		11,244	29,694	40,938	40,938
Office Equipment & Supplies		16	7,852	7,868	7,868
Postage	558	16	498	514	1,071
Promotional (Web/Printing)		2,335		2,335	2,335
Professional Development	1,543	350	467	817	2,360
Professional Services		9,481	140,394	149,874	149,874
Public Relations				-	-
Staff & Board	13,290		4,025	4,025	17,315
Moving Expenses			96,629	96,629	96,629
Moving Expense Reimbursement			(45,025)	(45,025)	(45,025)
SWAN Non-Reimbursed Expenses			6,790	6,790	6,790
<b>TOTAL EXPENSES</b>	<b>11,289,405</b>	<b>216,133</b>	<b>759,899</b>	<b>976,032</b>	<b>12,265,437</b>
<b>REVENUE LESS EXPENSES</b>	<b>(372,106)</b>	<b>(181,847)</b>	<b>460,856</b>	<b>279,010</b>	<b>(93,096)</b>

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 06/30/2024  
 2nd Quarter 7/1/23-12/31/23

	<b>Voce</b>
<b>ASSETS</b>	
Cash	
F&M	\$474,793.99
Wells Fargo (Certificate of Deposits)	\$0.00
Orrstown Money Market	\$509,526.20
Truist, Orrstown, Members 1st	\$1,492,591.25
Members 1st Line of Credit	0.00
Members 1st Savings	90,319.19
<b>Total Cash</b>	<b>\$2,567,230.63</b>
Receivables	\$829,350.89
<b>Total Receivables</b>	<b>\$829,350.89</b>
<b>Cash Plus Receivables</b>	<b>\$3,396,581.52</b>
Other Assets	
AR Audit Adjustments per auditors	\$499,999.77
Prepaid Insurance	\$12,661.89
Prepaid Expense	23,136.67
Prepaid Trakstar	11,593.32
Prepaid LinkedIn	
Equipment	38,203.30
Accumulated Depr	(38,202.73)
Intangible Asset	\$221,611.50
<b>TOTAL ASSETS</b>	<b>\$4,165,585.24</b>
<b>LIABILITIES</b>	
Accounts Payable	(\$27,365.69)
Payroll Liabilities	591,817.61
Other Liabilities	
Restricted IBNR Health Care	204,126.80
Deferred Revenue	
<b>Total Liabilities</b>	<b>\$768,578.72</b>
Equity (Net Assets)	\$3,397,006.52
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$4,165,585.24</b>

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**Voce**  
Budget to Actual  
Fiscal Year 2023-2024  
2nd Quarter 7/1/23-12/31/23

	Actual YTD Through Dec. 2023	Prior YTD Actual Through Dec. 2022	YTD Variance Actual vs. Prior	Budget YTD Through Dec. 2023	YTD Variance Actual vs. Budget	2023-2024 Annual Budget
<b>Income</b>						
Admin Income (Interest)	61,426.26	5,355.41	56,070.85	6,500.00	54,926.26	13,000.00
G & A	1,159,329.09	1,127,760.20	31,568.89	1,194,232.65	(34,903.56)	2,388,465.30
Consult, Training & Programs	3,015.00	14,810.00	(11,795.00)	43,750.00	(40,735.00)	87,500.00
Fundraising	24,021.60	19,147.66	4,873.94	33,000.00	(8,978.40)	66,000.00
Grants	500.00	0.00	500.00	2,500.00	(2,000.00)	5,000.00
Fee for Service	6,750.00	6,012.50	737.50	2,000.00	4,750.00	4,000.00
Misc	0.00	35,000.00	(35,000.00)	0.00	0.00	0.00
<b>Total Income</b>	<b>1,255,041.95</b>	<b>1,208,085.77</b>	<b>46,956.18</b>	<b>1,281,982.65</b>	<b>(26,940.70)</b>	<b>2,563,965.30</b>
<b>Operating Expenses</b>						
Salaries	461,294.93	463,919.68	2,624.75	531,613.34	70,318.41	1,063,226.68
Benefits	154,395.58	130,717.04	(23,678.54)	155,059.80	664.21	310,119.59
Consult, Training & Program	31,226.82	41,259.99	10,033.17	86,250.00	55,023.18	172,500.00
Advertising	0.00	50.00	50.00	750.00	750.00	1,500.00
Bank Charges	7,434.55	1,629.52	(5,805.03)	3,000.00	(4,434.55)	6,000.00
Communications	4,588.48	5,242.24	653.76	10,000.00	5,411.52	20,000.00
Conferences	2,992.16	665.15	(2,327.01)	2,500.00	(492.16)	5,000.00
Donations/Gifts	6,671.11	2,951.19	(3,719.92)	11,500.00	4,828.89	23,000.00
Dues & Subscriptions	4,986.94	5,745.67	758.73	7,500.00	2,513.06	15,000.00
Insurance	27,478.84	36,543.74	9,064.90	50,000.00	22,521.16	100,000.00
Meal & Travel	10,198.39	5,005.03	(5,193.36)	15,000.00	4,801.61	30,000.00
Occupancy	40,937.87	20,703.66	(20,234.21)	57,126.83	16,188.96	114,253.65
Office Equipment & Supplies	7,867.57	7,982.92	115.35	30,000.00	22,132.43	60,000.00
Postage & Shipping	513.65	1,416.64	902.99	2,500.00	1,986.35	5,000.00
Professional Development	817.00	0.00	(817.00)	2,500.00	1,683.00	5,000.00
Professional Services	149,874.42	100,140.36	(49,734.06)	100,000.00	(49,874.42)	200,000.00
Promotional (Web & Printing)	2,335.18	2,824.94	489.76	12,500.00	10,164.82	25,000.00
Public Relations	0.00	577.00	577.00	5,000.00	5,000.00	10,000.00
Staff & Board Expense	4,025.00	5,074.15	1,049.15	12,500.00	8,475.00	25,000.00
SWAN Non-reimbursed	6,789.70	8,603.20	1,813.50	25,000.00	18,210.30	50,000.00
Moving Expenses	51,604.02	0.00	(51,604.02)			
<b>Total Operating Expenses</b>	<b>976,032.21</b>	<b>841,052.12</b>	<b>(134,980.09)</b>	<b>1,120,299.96</b>	<b>195,871.77</b>	<b>2,240,599.92</b>
SWAN Reimbursed - Surplus/Deficit	(372,106.07)	67,735.71	(439,841.78)			
<b>Net Income (Loss)</b>	<b>(93,096.33)</b>	<b>434,769.36</b>	<b>(257,905.51)</b>	<b>161,682.69</b>	<b>(222,812.47)</b>	<b>323,365.38</b>

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**Voce**  
Financial Statements  
7/1/2023 - 6/30/24  
1st quarter 7/1/23-9/30/23

	SWAN Reimbursed	Voce Development	G & A	Total Voce	GRAND TOTAL
<b>REVENUE</b>					
Payroll Income	3,986,190				3,986,190
Benefit Income	1,147,895				1,147,895
Reimbursed Income	8,190				8,190
Consult & Training Programs		1,385		1,385	1,385
Fee for Service Income					-
G & A Income			600,269	600,269	600,269
Interest Income			6,643	6,643	6,643
Fundraising		16,575		16,575	16,575
Grants					-
Cell Phone Stipends	31,470				31,470
Misc. Receipts					-
<b>TOTAL REVENUE</b>	<b>5,173,745</b>	<b>17,960</b>	<b>606,912</b>	<b>624,872</b>	<b>5,798,617</b>
<b>EXPENSES</b>					
	<b>94.57%</b>	<b>1.46%</b>	<b>3.64%</b>	<b>Total Voce</b>	<b>GRAND TOTAL</b>
Payroll - Wages	3,984,422	61,493	153,349	214,842	4,199,264
Stipends	31,700	810	3,605	4,415	36,115
SWAN Wages paid by Voce - .33%			14,104	14,104	14,104
PR Taxes - SWAN wages paid by Voce			1,077	1,077	1,077
Health Ins. - SWAN wages paid by Voce			2,968	2,968	2,968
Company Paid Benefits	600,579	7,978	26,153	34,132	634,711
Health Insurance	850,540	13,126	32,733	45,859	896,400
Employee Contributions to Benefits	(105,431)	(5,868)	(1,059)	(6,927)	(112,358)
Sun Life Stop Loss Recovered					-
Consult, Training & Programs		264		264	264
LMS		4,328		4,328	4,328
National Conference Travel					-
Program Subcontractors/Speakers					-
All Staff Meetings/Voce Trainings					-
Programs/C&S Travel, Supplies, Comm		248		248	248
Ads	52				52
Bank Charges			701	701	701
Communications		462	1,203	1,666	1,666
Conferences	30	50	76	126	156
Donations & Gifts			3,501	3,501	3,501
Dues, Subscriptions, Licenses		702	1,961	2,663	2,663
Insurance	4,160		10,813	10,813	14,973
Meal & Travel		161	3,460	3,621	3,621
Occupancy		4,217	8,615	12,832	12,832
Office Equipment & Supplies	454	16	389	405	859
Postage	154	16	314	330	484
Professional Development	140				140
Professional Services		7,280	70,757	78,036	78,036
Promotional (Web/Printing)		525		525	525
Public Relations					-
Staff & Board	3,115		2,050	2,050	5,165
SWAN Non-Reimbursed Expenses			2,431	2,431	2,431
Moving Expenses			73,959	73,959	73,959
Moving Expense Reimbursement					-
<b>TOTAL EXPENSES</b>	<b>5,369,914</b>	<b>95,807</b>	<b>413,161</b>	<b>508,967</b>	<b>5,878,882</b>
<b>REVENUE LESS EXPENSES</b>	<b>(196,169)</b>	<b>(77,847)</b>	<b>193,751</b>	<b>115,904</b>	<b>(80,265)</b>

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**Voce**  
Balance Sheet  
Fiscal YTD 06/30/2024  
1st Quarter 7/1/23-9/30/23

	<b>Voce</b>
<b>ASSETS</b>	
Cash	
F&M	\$0.00
Wells Fargo (Certificate of Deposits)	\$431,818.26
Orrstown Money Market	\$507,435.90
Truist, Orrstown, Members 1st	\$1,650,640.13
Members 1st Line of Credit	0.00
Members 1st Savings	152,730.76
<b>Total Cash</b>	<b>\$2,742,625.05</b>
Receivables	\$689,827.48
<b>Total Receivables</b>	<b>\$689,827.48</b>
<b>Cash Plus Receivables</b>	<b>\$3,432,452.53</b>
Other Assets	
AR Audit Adjustments per auditors	\$499,999.77
Prepaid Insurance	\$17,410.26
Prepaid Expense	26,236.67
Prepaid Trakstar	15,940.83
Prepaid LinkedIn	4,536.75
Equipment	38,203.30
Accumulated Depr	(38,202.73)
Intangible Asset	\$221,611.50
<b>TOTAL ASSETS</b>	<b>\$4,218,188.88</b>
<b>LIABILITIES</b>	
Accounts Payable	\$9,798.36
Payroll Liabilities	500,887.82
Other Liabilities	
Restricted IBNR Health Care	204,126.80
Deferred Revenue	
<b>Total Liabilities</b>	<b>\$714,812.98</b>
Equity (Net Assets)	<b>\$3,503,375.90</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$4,218,188.88</b>

Diakon Receivables	
0-30 days	492,349.75
31-60 days	28,837.27
61-90 days	0.00
over 90 days	167,091.23

<b>Other Receivables</b>	
Missed benefits	1,549.23

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**Voce**  
Budget to Actual  
Fiscal Year 2023-2024  
1st Quarter 7/1/23-9/30/23

	Actual YTD Through Sept. 2023	Prior YTD Actual Through Sept. 2022	YTD Variance Actual vs. Prior	Budget YTD Through Sept. 2023	YTD Variance Actual vs. Budget	2023-2024 Annual Budget
<b>Income</b>						
Admin Income (Interest)	6,643.00	1,457.12	5,185.88	3,250.00	3,393.00	13,000.00
G & A	600,269.00	598,743.09	1,525.91	597,116.33	3,152.68	2,388,465.30
Consult, Training & Programs	1,385.00	5,110.00	(3,725.00)	21,875.00	(20,490.00)	87,500.00
Fundraising	16,574.60	10,155.00	6,419.60	16,500.00	74.60	66,000.00
Grants	0.00		0.00	1,250.00	(1,250.00)	5,000.00
Fee for Service	0.00	2,437.50	(2,437.50)	1,000.00	(1,000.00)	4,000.00
Misc	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Income</b>	<b>624,871.60</b>	<b>617,902.71</b>	<b>6,968.89</b>	<b>640,991.33</b>	<b>(16,119.73)</b>	<b>2,563,965.30</b>
<b>Operating Expenses</b>						
Salaries	233,361.39	235,216.20	1,854.81	265,806.67	32,445.28	1,063,226.68
Benefits	77,109.05	66,603.35	(10,505.70)	77,529.90	420.85	310,119.59
Consult, Training & Program	4,839.37	14,460.83	9,621.46	43,125.00	38,285.63	172,500.00
Advertising	0.00	25.00	25.00	375.00	375.00	1,500.00
Bank Charges	700.93	657.13	(43.80)	1,500.00	799.07	6,000.00
Communications	1,665.58	2,628.91	963.33	5,000.00	3,334.42	20,000.00
Conferences	126.26	856.16	729.90	1,250.00	1,123.74	5,000.00
Donations/Gifts	3,501.35	1,278.60	(2,222.75)	5,750.00	2,248.65	23,000.00
Dues & Subscriptions	2,662.74	3,211.67	548.93	3,750.00	1,087.26	15,000.00
Insurance	10,813.47	21,367.14	10,553.67	25,000.00	14,186.53	100,000.00
Meal & Travel	3,620.64	4,182.36	561.72	7,500.00	3,879.36	30,000.00
Occupancy	12,831.80	10,314.33	(2,517.47)	28,563.41	15,731.61	114,253.65
Office Equipment & Supplies	404.54	3,188.57	2,784.03	15,000.00	14,595.46	60,000.00
Postage & Shipping	329.90	595.32	265.42	1,250.00	920.10	5,000.00
Professional Development	0.00	0.00	0.00	1,250.00	1,250.00	5,000.00
Professional Services	78,036.17	45,515.98	(32,520.19)	50,000.00	(28,036.17)	200,000.00
Promotional (Web & Printing)	524.70	1,329.96	805.26	6,250.00	5,725.30	25,000.00
Public Relations	0.00	0.00	0.00	2,500.00	2,500.00	10,000.00
Staff & Board Expense	2,050.00	2,517.87	467.87	6,250.00	4,200.00	25,000.00
SWAN Non-reimbursed	2,430.67	6,413.09	3,982.42	12,500.00	10,069.33	50,000.00
Moving Expenses	73,958.91	0.00	(73,958.91)			
<b>Total Operating Expenses</b>	<b>508,967.47</b>	<b>420,362.47</b>	<b>(88,605.00)</b>	<b>560,149.98</b>	<b>125,141.42</b>	<b>2,240,599.92</b>
SWAN Reimbursed - Surplus/Deficit	(196,169.15)	(3,199.00)	(192,970.15)			
<b>Net Income (Loss)</b>	<b>(80,265.02)</b>	<b>194,341.24</b>	<b>(97,396.26)</b>	<b>80,841.35</b>	<b>(141,261.15)</b>	<b>323,365.38</b>

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## Voce 2023-2024 Budget Narrative

### **Income:**

Income is composed of interest from investments, expected G & A funds from SWAN contract, fundraising, grants and fee for service.

### **G & A:**

Expected G & A funding is calculated from 10% of the total amount of SWAN funding (per our subcontract) at an 88% staff occupancy rate (average vacancy rate of 47.16 positions). Last year we averaged a 49-position vacancy rate (Q1, 48; Q2 48; Q3, 48; Q2 42). This equates to a 13% vacancy rate. The G&A budget is built on the swan budget being reduced by 13%.

We have recently instituted strategies to respond to exorbitant vacancy rates post-COVID. These strategies include new recruitment approaches/resources, salary increases for LSI, and hybrid work for LSI has also been implemented. Beginning July 1<sup>st</sup> for the next annual budget, we have proposed a high-cost region salary adjustment for 12 high-cost counties and instituting a tiered salary level system for LSI. We anticipate that both initiatives will positively impact recruitment and retention. We are waiting for approval from DHS for both initiatives. Voce has also been working with LinkedIn as a recruitment tool which has seen positive results.

### ***Fundraising/Grants/Fee for Service:***

Our fundraising goal is an increase from what was raised in the previous FY. This is due to new Voce events and fundraising strategies. While we focus on funding our programs outside of Voce, we will also be looking at how to take those trainings out to the market and do some fee for service work. For this fiscal budget, this is reduced from last year, but it will be a focus in the last quarter of the fiscal year.

### ***Sales/Registrations:***

Income from sales and registrations is directly related to the upcoming FPAC program. We are anticipating a larger program than last year, and it is our intention to sell more registrations to fund this program.

### ***Investments:***

Our investment income is predicated upon our request to the board of directors to invest \$500k in F & M Trust. Funds were moved from Wells Fargo to F&M in the first quarter. Voce also has a money market account at Orrstown that holds \$500k in reserve funds.

**Expenses:*****G & A Salaries/ Benefits:***

Salary and benefit expenses are comprised of Voce funded staff (fully or partially) and .5 % of fully SWAN funded exempt staff (\$31,602.33).

**Program Expenses:**

***Learning Management System (LMS).*** Voce contracted with d’Vinci to develop and support a Voce funded LMS. The LMS is designed to provide:

- 1) Training for Managers
- 2) Training for Staff
- 3) Training for the SWAN Network (SWAN funded)
- 4) Fee For Service Training for external professionals.

Last year we launched our Management and Staff Training modules through our LMS. This initiative includes our purchase of training through BizLibrary. This will increase our costs in this area.

***National Conference Travel Expense:***

Historically, Voce budgets \$60k for employees (SWAN and/or Voce funded) to attend and present at national conferences. The SWAN contract will not cover this expense. Since COVID, many national conferences have pivoted to a virtual platform at a reduced cost. As a cost containment strategy, we will continue to have this line at \$30k for the foreseeable future.

***Program Subcontractors and Keynote Speakers:***

Expenses in this line account are for new costs associated with our *Forum on Pennsylvania’s Children FPaC* (November 14, 2023), and account for contractual tech support to advance our LinkingLives pilot. Upon completion of the pilot, we expect to be positioned well for grant and business support to market the product.

***All Staff Meeting:***

This line is to cover costs related to our annual in-person All Staff Meeting (March. 28th, 2024); this cost is split with Diakon. In addition to the all-staff event in March, we will be hosting an event the night prior in celebration of Voce’s 25<sup>th</sup> anniversary.

***Voce Programs, Consult & Training- Travel Supplies Communications:***

This line includes travel and expenses related directly to program expenses such as printing sub-contract fees, training, mentoring, LinkingLives, FPaC.

In summation, this year reflects the beginning of an intensive 3-year initiative to advance Voce programs and increase dedicated funding for Voce program related expenses.

**Operating Expenses:*****Advertising:***

Expenses are costs associated with ads promoting employment. The amount budgeted is carried over from last year. While this was not spent last year on the building move, we anticipate using the full budgeted amount.

***Staff and Board Expenses:***

This line reflects an expected increase in our community/ business engagement efforts. This line is less than budgeted last year but more than what was spent in the previous fiscal year. Last year we ran a lean but may need to spend the full budgeted amount for events and initiatives around staff retention.

***Communications:***

This line is comprised of internet and telephones. This is expected to increase slightly this year due to more phone extensions being needed and higher speed internet being utilized in the new building.

***Gifts:***

This year, to increase staff recruitment and retention, we will continue the initiative launched last year concerning staff appreciation. Last year, not all budgeted funds for employee appreciation were used by supervisors and we are encouraging them to do so in the new fiscal year.

***Insurance:***

With all things costing more, we anticipate an increase in our business operating insurance. This renews in the third quarter of each year. The budgeted amount is carried over from last year, and I feel we budget high in case we see a significant increase with our upcoming renewal.

***Professional Development:***

This line includes professional training/meeting attendance i.e., Rotary, CWLA, PCCYFS, PANO, SHRM Etc. The budgeted amount has remained the same for the past few years but was not utilized. With staff feeling safe to travel and retention of the Voce office staff it is time to get them back to participating in training so they can best serve the Voce employees.

***Public Relations:***

This line reflects estimated cost for branding wrap-up. It is our intention to come in under the budgeted amount, but this is also a carryover amount from the previous year's budget. Also, with the move into the new building, we intend to host an open house and ribbon cutting event in the 3<sup>rd</sup> quarter.

***Rent/Office Equipment & Supplies:***

With the building move, we will see increased occupancy costs in the new location for FY 2023-2024. There is also a need to outfit the new building with equipment and furniture, so I have increased this from 20k to 60k, so we had 40k to spend outfitting the new space. It is our intention to offset as much of the cost associated with the move with funds that can be obtained from Penn DOT, but I would like to have a buffer if needed and would be a one-time increase and in fiscal 25 we would see a return to the budgeted amount of 20k.

***Promotional/Website:***

This line includes fees associated with Voce's website and promotional materials. The amount for the last fiscal year was 25k and due to that not being utilized, we have reduced the amount to 10k. This is an increase over last year's expenses, but we do have some updates to the website and other promotional items that need to be purchased in the new fiscal year.

***Professional Fees:***

This line includes fees for legal services and other contractual business-related services. We did overspend in this area last year and it has an increase from 150k to 200k this year due to the need to revamp Voce's sub-contractor agreement with Diakon and the SWAN RFP. There are also costs that we anticipate around Voce's programs outside of SWAN needing legal support.

***Meals and Travel Expenses:***

This line reflects the second full year with post-COVID in-person travel expenses. We anticipate traveling more and making more connections with our staff throughout the state.

***Dues and Subscriptions:***

This line includes Rotary dues, memberships, CWLA, Grant Station, and NACAC. This line has reduced its budgeted amount from last year due to underspending. There is room to take on a new subscription or civic organization participation if needed so I have allowed for a slight budget increase.

***SWAN Non-reimbursed Expenses:***

This line item includes expenses not covered by SWAN for SWAN meetings such as clearances, meals and travel for training events, miscellaneous supplies, and attorney registration fees. This is the same budgeted amount as last year even though we underspent in this area. We closely monitor what is billable to the SWAN contract and always advocate for items related to SWAN to be reimbursed; in this case, there are travel and other items that are not allowed but we have retained the prior years budgeted amount. In coming years as we can see this, the budgeted amount should go down, but I would like an additional year or two worth of data.

**Cost Containment:**

The 2023-2024 Voce budget reflects and anticipated surplus of \$363,465.36.

Factors that could impact our bottom line:

- Unanticipated expenses
- High health care expenses
- Reduced fundraising/grant income/ program revenue
- Reduced G & A due to staff vacancies
- Lower than expected interest income.

**Cost Containment Areas:**

National Conference Travel Expense:

Last year we reduced this line to \$30k from \$60k. We are positioned to reduce further if needed—to \$15k or \$5k (cost savings= \$15k or \$25k) if necessary.

We are positioned to monitor spending, and reduce expenses in the following line items: Communications, Staff and Board Expense, Public Relations and Gifts as determined necessary (potential reduction \$40k+)

In the extreme, we can reduce our salary/benefits cost by eliminating positions (potential reduction \$140k+)

<b>Voce</b>				
<b>G&amp;A and Program Budget</b>				
<b>Fiscal Year 2023-2024</b>				
<b>Annual Budget</b>		<b>Change %</b>	<b>Actual Total 22-23</b>	<b>Actual Total 21-22</b>
<b>Income</b>				
Admin Income (Interest)	\$ 13,000.00	-31%	\$ 18,752.00	\$ 2,301.00
G & A (10% Total SWAN Funding)	\$ 2,388,465.30	5%	\$ 2,265,684.00	\$ 2,130,754.00
Fees for services - Consult, Training & Programs	\$ 4,000.00	-82%	\$ 22,028.00	\$ 23,125.00
Sales/Registrations	\$ 87,500.00		\$ -	\$ -
Fundraising	\$ 66,000.00	98%	\$ 33,322.00	\$ 13,978.00
Grants	\$ 5,000.00	-17%	\$ 6,000.00	\$ -
Other				\$ 19,282.00
<b>Total Income</b>	<b>\$ 2,563,965.30</b>	<b>9%</b>	<b>\$ 2,345,786.00</b>	<b>\$ 2,189,440.00</b>
<b>G&amp;A Salaries &amp; Benefits</b>				
Salaries	\$ 1,063,226.68	6%	\$ 1,007,325.00	\$ 893,090.00
Benefits	\$ 303,019.61	99%	\$ 152,633.00	\$ 130,007.00
<b>Program Expenses</b>				
Learning Management System	\$ 40,000.00	152%	\$ 15,901.00	\$ 18,145.00
National Conference Travel Expense	\$ 30,000.00		\$ -	\$ 861.00
Program Subcontractors and Keynote Speakers	\$ 18,800.00	327%	\$ 4,400.00	\$ 38,400.00
All Staff Meeting and other Voce Trainings	\$ 65,000.00	593%	\$ 9,375.00	
Voce Programs, Consult & Training - Travel Supplies				
Communications	\$ 18,700.00	-1%	\$ 18,847.00	\$ 21,558.00
<b>Total Program Expenses</b>	<b>\$ 1,538,746.29</b>	<b>27%</b>	<b>\$ 1,208,481.00</b>	<b>\$ 1,102,061.00</b>
<b>Operating Expenses</b>				
Advertising	\$ 1,500.00	2900%	\$ 50.00	\$ 545.00
Bank Charges	\$ 6,000.00	17%	\$ 5,114.00	\$ 5,200.00
Staff & Board Expense	\$ 15,000.00	35%	\$ 11,121.00	\$ 9,510.00
Conferencing	\$ 5,000.00	12%	\$ 4,466.00	\$ 2,256.00
Communications	\$ 15,000.00	27%	\$ 11,795.00	\$ 8,387.00
Donations	\$ 3,000.00	15%	\$ 2,610.00	\$ 975.00
Gifts	\$ 20,000.00	160%	\$ 7,699.00	\$ 822.00
Insurance	\$ 100,000.00	59%	\$ 62,862.00	\$ 77,556.00
Professional Development	\$ 5,000.00	882%	\$ 509.00	\$ 1,721.00
Office Equipment & Supplies	\$ 60,000.00	352%	\$ 13,268.00	\$ 19,547.00
Postage & Shipping	\$ 5,000.00	106%	\$ 2,426.00	\$ 1,332.00
Public Relations	\$ 10,000.00	1633%	\$ 577.00	\$ 443.00
Rent	\$ 114,253.65	175%	\$ 41,482.00	\$ 40,763.00
Promotional (Web & brochures)	\$ 10,000.00	83%	\$ 5,457.00	\$ 5,556.00
Professional Fees	\$ 200,000.00	-9%	\$ 220,197.00	\$ 174,347.00
Meal & Travel Expenses	\$ 30,000.00	89%	\$ 15,903.00	\$ 12,117.00
Dues & Subscriptions	\$ 12,000.00	11%	\$ 10,768.00	\$ 6,262.00
SWAN non-reimbursed expenses	\$ 50,000.00	181%	\$ 17,822.00	\$ 13,740.00
<b>Total Operating Expenses</b>	<b>\$ 661,753.65</b>	<b>52%</b>	<b>\$ 434,126.00</b>	<b>\$ 381,079.00</b>
<b>Total Expenses</b>	<b>\$ 2,200,499.94</b>	<b>34%</b>	<b>\$ 1,642,607.00</b>	<b>\$ 1,483,140.00</b>
<b>Net Income (Loss)</b>	<b>\$ 363,465.36</b>	<b>-48%</b>	<b>\$ 703,179.00</b>	<b>\$ 706,300.00</b>

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.

## Technical Assistance Division

### Staffing:

Lindsey Snow, former RTA in the southwest region, assumed the role of Northwest TA Division Manager on February 12, 2024.

Currently, the TA Division has two vacant positions for RTA staff in the southwest region. These vacancies were created by Lindsey's promotion and one staff separation. Interviews to fill these positions were held on February 9, 2024. We anticipate being fully staffed again by the next meeting.

### Regional TA:

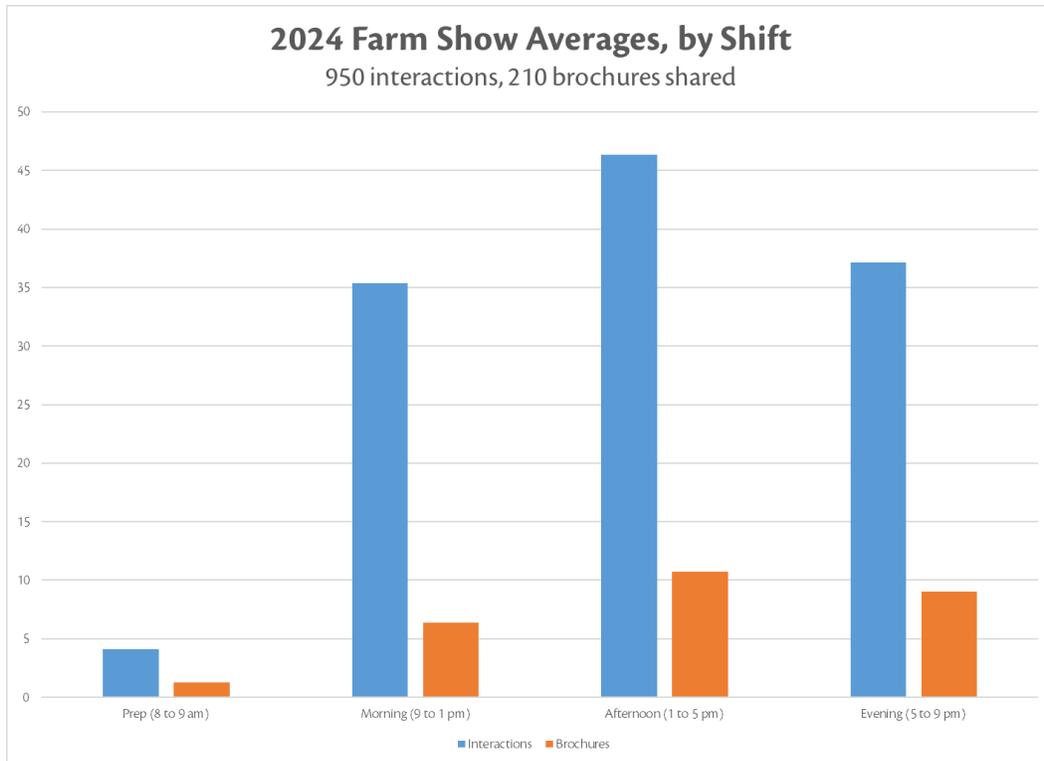
Through the ongoing technical assistance provided to county and affiliate agencies, the TA division staff have continued to support utilization of the service budget. Through their efforts, in collaboration with the network, the following utilization progress has been achieved:

- Needs Based Budget (NBB): **47.28%**
  - County referred services for youth in county custody and residing in out of placement
- Post Permanency Budget: **71.84%**
  - Family requested, Affiliate referred services to support families who previously achieved permanency via Adoption (domestic or international), Permanent Legal Custodianship (PLC), or informal kinship care.
- Affiliate Referred Family Profile Budget: **55.62%**
  - These services are used to increase the pool of approved adoptive families available to be matched with youth waiting for a permanency resource.
- Family Matching Budget: **65.76%**
  - These services are used to provide matching and recruitment services for approved families to be matched with youth waiting for a permanency resource.

This represents the referral of **14,577** services to support permanency for Pennsylvania's children living in out of home care as of February 8, 2024.

### PAE:

In January 2024, the PAE team spearheaded our division's annual participation in the PA Farm Show. The event provides an opportunity for us to increase adoption awareness and serves as one of the major prime contract recruitment events. The chart below provides engagement statistics by shift from the teams' participation in the eight day event.



The hosting of statewide matching events is a key deliverable for the PAE program as nationwide these events are considered a valuable recruitment strategy for waiting children/youth without a permanency resource. Despite the popularity of virtual events, the state maintains their position on the value of in-person events and has asked us as the prime contractor, to continue analyzing barriers and implementing innovative solutions to increase attendance and engagement. At the most recent Winter Statewide (WSW) in State College, we hosted the first of our two annual in-person events. Seventeen families attended, including two from Virginia. The number of families in attendance is equivalent to the combined total of the FY22-23 in-person events. Many small “experiments” were tried to improve attendance and engagement. The Matching Committee is conducting post-event surveys to gather feedback from families and network professionals.

The Virtual Matching Event (VME) was introduced during the COVID-19 pandemic; it remains the most highly attended of our events by waiting families and network professionals. As we continue our efforts to increase attendance and engagement at in-person events, the state has granted us permission to host the VME again in 2024. The opportunity to host the VME will assist us in meeting our deliverables related to matching and maintaining the positive impact of these events as a recruitment strategy. This year the VME will take place from March 15<sup>th</sup> – March 22<sup>nd</sup>. Planning meetings have been held with Cvent to discuss revisions to the event platform that will improve the attendee experience. Additionally, this year’s event will include

spotlights to increase the exposure of youth among our most challenging populations (i.e. LGBTQIA+, medically fragile, and neuro-diverse).

### **Programming**

The Programming team successfully completed several workshop sessions for the 2024 Winter Statewide Meeting. They are in preparation to deliver the keynote presentation and workshop sessions for the Spring Quarterly meetings, as well as the Summer Statewide meeting and Permanency Conference that will occur in June. The statewide Program Technical Assistants (PTAs) have continued their work with our Internal Review Committee in completing an evaluation project on the CSR unit of service. The project is nearing the end of the data collection phase and will begin data analysis in the coming months.

## **SWAN LSI**

November 15, 2023 – February 9, 2024

*Prepared by Belinda Muschar, SWAN LSI Program Director, with contributions from Anthony Zammit, LSI Data, Research and Quality Assurance Specialist.*

### **LSI PROGRAM UPDATES:**

#### **LSI Program Director Pilot:**

Voce/SWAN leadership is assessing the need to post the LSI Program Director (PD) vacancy created from Stephanie Mannering's transition to Training and Administrative Director. It was recommended to Diakon, LLC, and OCYF/DHS that the Legal Services Initiative (LSI) Program explore the efficacy of a single LSI PD model. Metrics were developed to evaluate the pilot (Feb. – April 2024). The PD's and LSI Division Managers' capacity will be assessed throughout. The development and refinement of Voce HR and LSI protocols, policies and procedures over recent years has created systems and readiness for change. If successful, supervision of the LSI Division Manager Team and program direction will be consolidated under Belinda Muschar, LSI PD. The vacant PD position will be posted if:

- OCYF does not agree to the pilot
- it is determined a single PD model is not in the interest of Voce employees or the LSI Program

#### **Workforce issues:**

Efforts to enhance attraction and retention of SWAN LSI Paralegals (LSIP) in a challenging labor market continue to be prioritized.

The LSI Management team continues to work collaboratively and innovatively with Voce Human Resources on recruitment and retention efforts including:

- Attendance at job fairs and refining resource materials
- Expansion of job boards and LinkedIn<sup>1</sup> recruiting
- FY 24 – 25 budget recommendations which more closely align with market forces impacting high cost regions
- Exploring the development of paralegal levels

Despite these efforts, the high cost regions continue to be disproportionately impacted by turnover. In December 2023, the high cost regions (30% LSIP of positions statewide) represented 71% of the LSIP vacancies.

#### **Refinement/Outcomes:**

SWAN LSI paralegals (LSIPs) completed work on behalf of 12,293 children involved in Pennsylvania's child welfare system during the second quarter FY 2023-24. There were 4,208 Diligent Searches completed between October and December 2023. SWAN LSI paralegal work varies from county to county; however, all activities focus on expediting permanency for

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<sup>1</sup> LinkedIn has had a positive effect on recruiting efforts in Allegheny and Philadelphia Counties

children. The decrease in LSIP activities during this quarter appears to correspond with a decrease in out of home placements.

Attachment provides key LSI data.

### **LSI Stakeholder Survey:**

LSI, with the support of the Research and Quality Assurance Department, will deploy a stakeholder survey in the spring of 2024. The survey, completed by key county stakeholders, such as the county administrator, county liaison and county solicitor, is a questionnaire that assesses the impact of the LSI Program on the county's permanency processes. Survey results provide feedback on how well LSI expedites permanency, LSIPs prepare court documents and support the court process, and the program collaborates in support of permanency efforts.

### **LSI Child Family Service Plan (CFSP) Focus Groups:**

Pennsylvania is in the process of developing the five year (2024 – 2029) Child and Family Services Plan (CFSP) to be submitted to Administration of Children and Families partners (ACF). The CFSP is a comprehensive plan and strategic vision for the future of the child welfare system covering all programs and initiatives implemented in Pennsylvania. OCYF and the Child Welfare Resource Center (CWRC) are gathering information about the child welfare system to identify what is working, as well as areas needing improvement.

Over 25 LSIPs and LSI Coordinators (LSICs) participated in two CFSP focus groups during February 2024. Participants were asked questions about:

- positive outcomes/barriers to diligent search
- how well the system is notifying resource parents of hearings and their right to be heard
- how well the system is working to assure timely permanency reviews
- reasons why children/youth return to care
- recommendations to minimize foster care re-entry
- how well the system is functioning to ensure filing of termination of parental rights petitions according to provisions
- common barriers to timely permanency
- strategies to address barriers to permanency
- challenges/barriers/successes in placing children out of state

The LSIPs and LSICs were honored to participate as community partners and look forward to their valuable feedback informing the next CFSP.

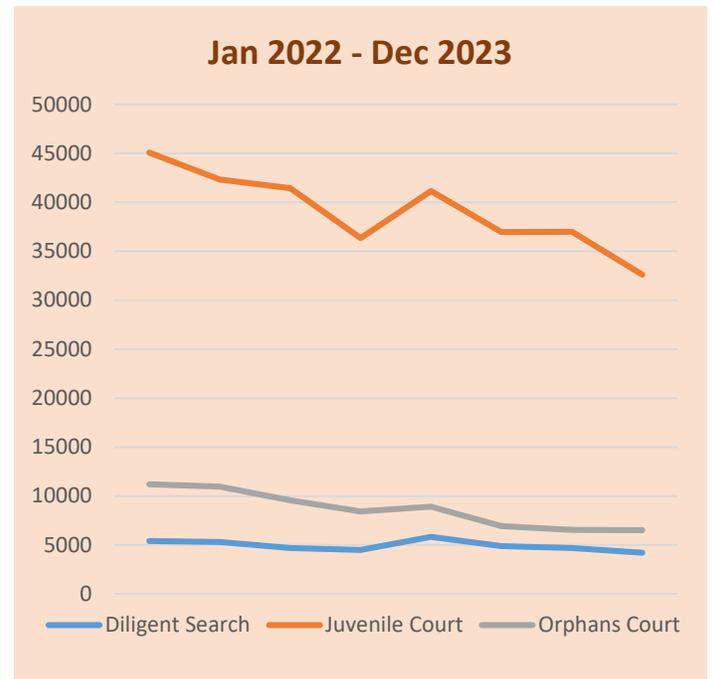
# SWAN LSI Paralegal Involvement

January 2022 – December 2023

## Quarterly LSI Activities

Total number of activities performed by SWAN LSI Paralegals per category

Quarter	Diligent Search	Juvenile Court	Orphans Court
Jan – Mar 2022	5414	45,072	11,200
Apr – June 2022	5310	42,323	10,958
July – Sept 2022	4691	41,425	9548
Oct – Dec 2022	4481	36,344	8425
Jan – Mar 2023	5827	41,146	8904
Apr – June 2023	4874	36,948	6931
July – Sept 2023	4676	36,983	6542
Oct – Dec 2023	4208	32,605	6375



## Children With LSI Activity

# of unique children with at least one LSI activity completed during each quarter  
January 2022 – December 2023



## Training Report

November 1, 2023-February 1, 2024

*Prepared by Rachel Meaker, Chief Legal Officer and Stephanie Mannering, Training and Administration Director, on February 12, 2024. This represents the scope and variety of work the Training Division delivers both for the SWAN contract and for Voce.*

### Chief Legal Officer (Rachel Meaker)

- Rachel Meaker oversees the following departments: Legal Training Division, ALSP and Training and Administrative division.

### Training and Administrative Director (Steph Mannering)

- On 1/15/2024, Steph Mannering started as the Training and Administrative Director. She will oversee the following departments: Training Specialists, Conferencing, and the Administrative Departments. She will chair the Training Leadership Council (TLC) and External Training Sub-Committee of the Internal Research Committee (IRC).
- Rachel and Steph are working closely during transition of duties as there are deliverables that are all in various stages.
- The Training Leadership Council is being reorganized and will start meeting in spring 2024 on streamlining forms and paperwork, integrating SWAN and Voce processes, refining virtual processes and strategizing around new opportunities for Voce trainings.
- The Training Specialist position is currently in the hiring process and anticipate the position being filled in the Spring.
- Regional Legal Trainings are being scheduled for April/May 2024.
- The Communication Gym series will have it's final in person training on 2/22/24. Overall, the feedback from managers has been good and the training series has been well received.

### Conferencing (Beth Duzey, Conferencing Manager; Alana Gould and Stephanie Kinner, Conferencing Coordinator(s))

- The 2024 SWAN/IL Winter Statewide In-Person meeting occurred January 2024 at the Penn Stater.
  - 454 attendees from the network
  - Keynote presentation: Profiles in Adoption: Hearing from Adoptees, Birth Parents, and Adoptive Parents, a follow-up on the reschedule from last year's presentation.
- The Conferencing staff is currently planning the 2024 SWAN/IL Spring meetings for April, including 5 statewide locations and a virtual meeting.
- The SWAN/IL Matching Event 2024 will be held on the Cvent HUB virtual platform in March 2024. Conferencing is supporting the event.
- All Staff meeting is taking place March 28, 2024. Beth is coordinating all logistics with the hotel. We are celebrating 25 Anniversary of Voce.
- Conferencing is continuing to support work on logistical details regarding the FPac Conference for Dec. 5, 2024 at Best Western in Harrisburg, PA.
- All tasks have begun for the 32<sup>nd</sup> Annual PA Permanency Conference. It will be held in person at the Kalahari Resorts and Conference Center in the Pocono Mountains.
  - Active families received scholarship information.
  - Network participants received the Award Nominations.

**Training Specialists** (Dawn Lewis and open position)

- The REI trainings will continue. The next segment is “The Intersection of Race and Trauma.” The other two segments on Microaggressions and Blind Removals have been suggested to be delivered to the management staff and then in turn have them deliver it to their direct reports.
- Dawn continues to implement Management training for the staff through Biz Library.
- Dawn continues to work on LMS development and Management training selection and maintenance.
- Dawn is planning the 2024 All-Staff meeting, to be held March 28, 2024.

**Legal Training Division:** (Lauren Peters, Legal Training Division Manager; Sara Steeves, Shawn Sangster, Rachel Thiessen, Jena Braunsberg, Jennifer Spata, Legal Training Specialists)

- The Legal Training Specialists welcomed Shawn Sangster back into the ranks after a short hiatus as a Solicitor for Jefferson County.
- The legal Training Specialists continue to support county staff through delivery of various in-person and virtual legal trainings including “Conquering the Courtroom”, “Transforming Law and Practice”, “Criminal Law 101” and “Adoption vs. PLC”.
- The Legal Training Specialists continued offering “Statewide” trainings to support the network.
- Four days of Child Welfare Legal Overview were conducted in-person.
- The Legal Training Specialists continue to support paralegal staff through Warmline responses, participation in LSI POD meetings, Westlaw training, and Docket Search training.
- The Legal Training Team delivered training at several Fall Regional Legal Trainings throughout November.
- The Legal Training Specialists continue to support other staff training and improvement efforts through participation on the Diversity, Equity & Inclusion (DEI) Strategic Council.
- The legal trainers, collectively, delivered 10 in-person “Conquering the Courtroom” trainings to nine different counties.
- The Legal Training Division continues to support collaborative partners to the extent possible.
- The Legal Training Specialists continue to draft the monthly legal reports 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):** (Mike Wahlen, ALSP Director, Amy Black, ALSP Assistant Director and Kristen Hunsicker, ALSP Assistant Director and new ALSP staff described below)

- During this reporting period, ALSP received final approval of the ALSP expansion, which entailed the posting, and hiring of a number of new positions. They include two ALSP Assistant Directors, 5 contested staff attorney positions, 2 intake TPR attorneys, 4 paralegal positions and 1 legal secretary position. The expansion creates a “one office, one model” system based on how ALSP has operated. The new expanded and reorganized ALSP is designed to ensure timely permanency for the children in Allegheny County and to improve the outcomes for the children and families.
- The two ALSP Assistant Directors are Kristen Hunsicker who will manage the contested TPR team and Amy Black who will manage the ALSP Intake team. Both Kristen and Amy were already existing members of the ALSP Staff and applied, interviewed and were promoted to their new positions.
- The ALSP Attorney staff includes Diann McKay, Intake TPR Attorney, Elizabeth Newberry, Intake TPR Attorney, Lilian Akin, Contested TPR Attorney, Melaniesha Abernathy, Contested TPR Attorney, Essence Montgomery, ALSP Contested Attorney, Carrie O’Connell, ALSP Contested TPR Attorney, Jean Lupariello, ALSP Contested TPR Attorney.
- The ALSP paralegal and support staff includes Margery Gabrielli, ALSP Paralegal, Sara Janco, ALSP Paralegal, Rachel Brazelton, ALSP Paralegal, Lydia Colon, ALSP Paralegal and Curtis Erlandson, ALSP Legal Secretary.
- For this reporting period, ALSP had 36 “show up” Termination of Parental Rights petitions heard, 12 petitions were granted the day of the show up hearing, and 24 were set for contested trials.
- ALSP had 21 contested TPR trials that were held in the reporting period and 19 TPRs petitions were granted by the court. The remaining two Contested Trials were completed but there was no decision on those cases during the

reporting period. Between the “show up” TPRs and the contested trials a total of 31 children were freed for adoption in the reporting period.

- In the reporting period, ALSP has had 12 Act 101 post adoption contact agreement (PACA) referrals. In the reporting period, there was one informal agreement that was worked out between the parties.
- During the reporting period, ALSP finalized the adoption of 67 waiting children with their forever families. This included 41 adoptions for National Adoption Day, which was held on Saturday, November 18<sup>th</sup>.
- ALSP continues to participate in the Allegheny County Attorney Systems meetings now held once a month.

## Voce Program Report

*Prepared by Jessica Castle, Program Development Director*

### **Voce Solutions & 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. The goal of LinkingLives is simple- to identify kin who can provide a permanent, safe, loving home to the 400,000 children nationwide currently in foster care.

Our trademark application for Voce Solutions and LinkingLives was accepted.

We are now under a contract agreement with Serenity Software developers. They are currently working on upgrading the code, fixing bugs, and securing connection with our API provider. Once complete we are ready to move to a full-scale pilot with our partner JusticeWorks, estimated time for start of pilot is end of March. Priority will be given to securing capital to complete Phase 1.

Phase 1-current- July 2024

- Complete development
- Start and conclude pilot
- Gather and analysis outcome data
- Establish launch strategy

Phase 2-July 2024-

- Market Launch-regional
- Continue to monitor platform
- Support Users
- Customer feedback

NEED:

- Secure capital
  - Currently seeking seed funding designed for early-stage companies.
  - Grants/Government programs for pre-revenue stage start-ups
  - An estimated \$3M in capital to sustain 3 years of operational costs
- Connections to field experts for inclusion in the Voce Tech Advisory Committee

### **Forum on Pennsylvania's Children: A Convening of Leaders (FPaC):**

The 2023 Forum was held on November 14, 2023, at Penn Stater in State College.

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.

Goals of FPaC:

- To provide in-depth learning about the effects of trauma from multidisciplinary speakers.
- To connect in a small, focused gathering of trauma prevention and recovery champions from cross-sectors.
- To identify and create strategies that support and empower the work of helping children and families heal from trauma.
- To grow Voce brand awareness and to promote Voce programs.

FPaC 2024 is scheduled for Thursday, December 5<sup>th</sup> and it will be held in Harrisburg.

**NEED:**

- Sponsorships- Our goal is to secure \$? In corporate sponsors.
- Connection to corporate representatives that can provide financial support.

**Training for Adoption Competency (TAC):**

TAC is designed for mental health clinicians who provide pre-and-post-adoption services to adoptive children and their families. TAC, an evidence-based, accredited program, is a 72-hour adoption-specific curriculum developed by the Center for Adoption Support and Education. Recent research, funded by Annie E. Casey foundation, found that TAC helps mental health clinicians better support adoptive families.

Adopted children and their families face distinct challenges and all too often mental health services are inadequate, unavailable, or can even cause harm. With our agency's combined expertise in Adoption & Permanency and Individual & Family Well-Being, Voce is committed to increasing families' and individual's access to adoption competent mental health professionals.

Plans for Cohort 4 on pause. Challenges to fill registration remain cost and capacity (time and capacity to dedicate 74 hours to complete training). To overcome the barrier of cost we are seeking financial support from a donor, university, or medical provider.

**Need:**

- Financial support- An annual giving of \$20,000.

**Training:** The Program Development team and the Training Leadership Council continue to collaborate with researching training needs, identifying new audiences, and developing promotional material. Work is continuing towards enhancing and adding to the Racial Equity series.

**Stakeholder Engagement-** We continue to identify and cultivate relationships with critical stakeholders that will support our efforts in training, tech development, and brand visibility.

Next Program Committee meeting TBD.