



(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 25, 2021 – via ZOOM
Agenda**

Board Presentation: Mission Moment - Kelly Myers, PAEC

- I. Opening Comments & Welcome / Anticipated Action: collect volunteer hours: Rick T.
- II. Hamilton & Musser, P.C.: Presentation of Financial Audit 6/30/20 - Jim Krimmel and Jennifer Wagner
- III. FDR November Meeting Minutes / Anticipated Action: accept or revise: Rick T.
- IV. Election of New Board Member Joanna Crishock / Anticipated Action: vote
- V. Executive Summary – Executive Director: Rick A.
- VI. Committee Reports – Committee Chair
 - a. Executive and Governance – Attachment A-2.25.21
 - b. Finance and Administration
 - i. Financial Statements, Attachment B-2.25.21
 - ii. Administrative Updates, Attachment C-2.25.21
 - c. Program
 - i. SWAN/TA, Attachment D-2.25.21
 - ii. SWAN/LSI, Attachment E-2.25.21
 - iii. Voce Program, Attachment F-2.25.21
 - iv. Training, Attachment G-2.25.21
 - d. Resource Development – No report
 - e. Communications, Attachment H-2.25.21
 - f. Employee Engagement – No report

VII. Ongoing Business

- a. By-laws Revisions: Rick T.
- b. Brand and Identity Initiative / Anticipated Action: Update - Rick A.
- c. Board Recruitment: Rick A. & Rick T.
- d. Fund Development: Rick A.

VIII. New Business

- a. Diversity, Equity and Inclusion (DEI): Rick A.
- b. LinkingLives Update: Rick A.
- c. Voce Budget Approval: Rick A. & Rick T.
- d. Strategic Planning, Attachment I-2.25.21: Rick A. & Rick T.

IX. Next Meeting Date: May 20, 2021

X. Adjourn Meeting

FDR Quarterly Board Meeting
November 19, 2020 – Held Via Zoom

Members present: Mike (Izzy) Isbell, Aiah (Steve) Kpakiwa, Eileen Swit, Rick Trynoski, Natasha Mitchell, Fred Trimmer, Jason Wolfe, and Chris Ziegler. **Staff present:** Rick Azzaro, Jessica Castle, Judi Damiano, Fawn Davies, Melissa Eller, Devin Knaub, Stephanie Mannering, Rachel Meaker and Belinda Muschar. **Guests:** Joanna Grishock (prospective Board member) and Dana Barnes (student, UPenn, Graduate Social Worker).

Rick A. introduced Dana and Joanna introduced herself. She leads a Strategy, innovations and insights team for Giant food stores. Teams are bringing brand strategy to life when they may not even realize due to COVID. They are learning as they go and have had to pivot at points on their journey. Hopes to bring those insights to our team.

I. Opening Comments and Welcome

Rick T. welcomed everyone and recognized their efforts during COVID. Members were previously asked to email volunteer hours to Barb, but it didn't work out. Rick verbally collected hours.

II. Review of August 2020 Board Meeting Minutes

Rick called for corrections or revisions. Eileen motioned to vote on minutes. Jason seconded. Motion passed. August meeting minutes accepted.

III. Election of New Board Member Fred Trimmer

Fred attended the last meeting and members received his letter of interest and resume. Chris Z. made a motion for approval. Izzy seconded. All in favor raise hand. Rick welcomed Fred aboard. Fred said thanks and looks forward to meeting in person.

IV. Re-Election of Board Member Aiah (Steve) Kpakiwa

Steve has been on the board since 2014. Eileen motioned, Chris Z seconded. Call for vote. Steve was unanimously voted onto the board for another term.

V. Nomination and Election of Board Treasurer

This office has been vacant since Joy left the board. She was treasurer in an acting capacity. Fred is interested in serving in this capacity. Rick T. reviewed Fred's qualifications: high integrity, team player, nice guy. Rick T. worked alongside him in another organization, in Camp Hill. Rick motioned, Steve seconded. Fred was voted as the new treasurer. Rick thanked him for filling a void. Fred said thank you to the Ricks for getting him involved and looks forward to deeper involvement.

VI. Executive Summary

Rick A. provided an overview of updates. Happy National Adoption Month – thank you for adopting our mission and shout out to the adoptive parents on our board. For those who serve the mission, it is time to celebrate. Last year we broke the record for the number of children adopted from foster care in Pennsylvania. Hope you find time to reflect on the impact you've made through your service. COVID – The landscape is not positive with increasing numbers in PA. The good news is that we are positioned well to respond due to decisions made early in the pandemic. About half of our paralegals are

back in county offices full time, about 40 percent are doing a hybrid, and 10 percent are still in home offices. Stephanie M. and Belinda M. are monitoring the situation. Rick credited the LSI team for their creativity in managing through this time and moving staff between offices. Right now we're just waiting and will respond if the Governor issues stricter guidance. We're in a good position if we need to retreat and pull our staff out of counties. Roughly a dozen staff have been exposed or are diagnosed as positive. Some staff are using the FFCRA benefits; working with HR. The state is happy with what we've done. Kudos to Melissa E and Judi. Carrie said "Oh, my gosh, I can't believe you moved all these staff to a safe place this quickly." This happened while the state was still thinking about it. Staff safety first and foremost.

Our funding stream has not been compromised, however, we had a hiring freeze and vacancy in 40 positions, 10% of our workforce. We asked the state about filling vacancies and recently got the green light to begin to look at filling the positions. The state has a hiring freeze which was passed on to the contract. We met with managers today to say when we get the green light we have to be expedient; recruit and hire as quickly as possible. When we have vacancies, we take a hit on our G&A. Another reason why we have to diversify our funding streams. We had a deficit in the first quarter due to hire health care expenses compounded by the lost revenue from the position vacancies. We have to pay for programs outside of SWAN in a different manner. This isn't a spending problem.

DHS extended our contract to 6/30/21. We would normally be doing an RFP and competing for a new contract. We may get another extension, which gives us some space during COVID and sends a message to the community that the state has a lot of faith in us. We are still prepping for the RFP.

Shout out to the LT for their efforts. Competent and committed team. They are solving problems, being creative and trudging ahead. We had an all-staff meeting virtually. It would have been easy to say we can't do this because of COVID, but we said instead, how can we do this virtually? Zoom created a sense of community and pride. We laughed and cried and it solidified a workforce for a moment that is dispersed all over the state. It was story after story about our successes. It was amazing and a reflection of the leadership provided by the leadership team.

Fawn and Izzy will talk to you about branding. We will soon launch to staff and, in the new year, we will launch externally.

Programs on the FDR side beyond SWAN are moving forward. We launched adoption competency for therapists. We will be doing another cohort virtually in the spring targeting the western part of the state. We are looking for funding through RBC. Rick said he has been bugging them because they have a large FDR portfolio and need to give back. A bank is also interested.

Rick is very proud of our tech initiative. The new architect is working at an amazing pace. Shout out to Jason Wolfe whose family trust is funding phase one and connected us with the architect. The tool will expedite permanency for children in Pennsylvania and other states.

Deb Gadsden wrote a journal article on her experiences with racial equity that was published by CWLA. Rick will have an article related to COVID that will be published eventually. Please read the board packet which will give you more detailed information. There were no questions.

Devin provided a financial report. Page 10 begins financial report. Page 13 year to year and year vs budget; we are slightly ahead in some categories. We are trending above budget with health-related costs where we have a deficit. Projections for revenue G&A are off due to vacancies. Benefit reimbursement amount will increase modestly which we will see soon. COLA went into effect in October. G&A is 10% of what we bill to the contract for salaries. The G&A pays for FDR expenses. Devin hopes in the coming quarter we see the benefits expenses turn around. We are seeing an increase in the total number of claims. We had been experiencing a reduction due to doctors not seeing people during COVID so the increase in doctor visits might be people making up for lost time.

Rick T, Fred and Devin want to change the format of the report. Devin is not a fan of the “other” category. Devin would like to add more detail for better projections and cost analysis. They will try to get that ready for the next board meeting.

As of today, 25 of the 40 vacancies are posted. This is a larger than ordinary number. The team is cross training to shore up this effort. The more vacancies we fill, the more G&A we can bill and the more we can offset our expenses. There were no questions.

Page 14, the report continues with payroll. We will be transitioning to a new payroll vendor which will also result in savings. Inova is the new company. They will also replace HireCentric and Maxwell Health Systems. January 8 is the first payroll with Inova.

Very last thing, page 16, we’ve had close to 6 staff ask to go to the market to seek better health expenses. Once you join the plan you can’t leave ordinarily, but we can allow them if we get the board to approve according to BDS. It would be a small cost savings to let them leave. The board must approve going outside the plan. Rick A asked if Devin needs a board action. Devin said no, but two board members and Rick A must sign off. Izzy recommended the Finance Committee members examine and recommend. Devin said he struggled to understand why they would want to do that because our plan out-of-pocket costs are pretty reasonable. They would get the \$25 cash out stipend per pay for not being on our plan. It’s an incentive to not take our plan, which is better for us fiscally. Fred asked if any of the six people have researched this. Fred finds it hard to believe they’ll find coverage at a lower cost over an agency subsidized program. Fred’s concern is they aren’t looking at comparable coverage. BDS is talking to them to ensure they are looking at a comparable product. Devin shared a couple of these staff rarely go to the doctor. Chris Z finds it astonishing someone would think they would get comparable coverage at a lower price. Does our approval allow them to only look? Would our approval only apply to the six or open it up for anyone? We don’t want to jeopardize our plan. This document would allow them to leave the plan. Izzy asked if an employee could leave and go on a spouse plan. Devin said you would have to have a qualifying event. Izzy says make them wait until open enrollment. Chris Z says the same. Natasha weighed in - wait until open enrollment to limit risk to the agency. If there isn’t a big reason to do it sooner than open enrollment, then wait. Steve asked if they need to do this. The answer is no. Rick A said we should speak with BDS about this. Megan Luther Storie also doesn’t think it’s a good idea but she provided the appropriate form.

With open enrollment in May, Rick A suggested that a vote be taken to document that we won’t allow it. To be proactive, Izzy suggested lunch and learns on our benefits program, which is a very good plan. Motion: as a body we will allow the board to vote on this matter. Motion by Chris, unanimously passed. Motion: vote on we don’t want to allow people to leave the plan mid-year outside of the existing rules, need a life changing event or open enrollment. Izzy made the motion, Chris seconded. All in favor. Jason Wolfe asked why this is a board action. It’s because we are self-insured and not a brokered benefit package. Jason asked why management can’t decide what insurance to have for the agency. Rick wasn’t sure they needed to be but because the board was involved, now we have to go to the board for changes. Jason said talk to lawyers about whether this is normal. It opens up the board to potential liability that Jason said he’s not comfortable. If something goes wrong for the employee we could be subject to a lawsuit. Jason suggests that Rick look into whether this is proper. He has never heard of the board making these decisions over management.

VII. Committee Reports

Rick T. opened the floor to the board and staff for any questions on reports or additional information.

VIII. Ongoing Business

- a. **Bylaws Revisions** – Rick T. gave background. The bylaws date back to 1999 when the organization was founded; minor revisions were made along the way. Now they need a major overhaul. It’s like trying to eat a five-course meal in one bite; we need to take small bites one at a time. The E&G Committee is taking the lead, but any member is welcome to roll up sleeves and get involved. If

interested, contact Rick T. After the individual updates are complete, they will be compiled into a single document. It will then go to attorneys for a legal review and afterwards come back to the board for action to keep it a democratic ongoing process as much as we can. Look at last page in the packet (Attachment I); these are three items that group together well. Chris motioned, Natasha seconded, motion passed to add new language about board terms. Rick asked for feedback on terms. Rick proposed some language and asked if people thought it should be added. Izzy said that staggering is so not everyone goes off the board at the same time.

- b. **Brand and Identity Initiative** - Fawn provided a summary and showed the video. People seemed to like it.

IX. New Business

- a. **Fund Development** – Rick A. sees it as his responsibility to lead for funding outside of the SWAN contract and will be supplying a fund development plan by the February meeting. He will be meeting with professionals to get feedback. COVID has stalled momentum and accessing resources needed for growth and development outside of SWAN. Fund development needs to be a responsibility of the board and Rick is looking for members to make introductions to businesses for him. Board gets the “at bats.” There were no questions. Rick gave a shout out to Jessica and Shelly. They are developing programs but now need funding.
- b. **Annual Board Appeal** - November is when we make a board appeal. Our goal is not for financial amount but 100% participation. Rick A. said he would be remiss if he did not acknowledge Jason Wolfe, whose family foundation has committed up to \$175,000 to fund our technology initiative. Jason’s family was featured on a news segment for National Adoption Month
- c. **Strategic Planning** - Rick T. and Rick A. – Rick is planning to put together a three year plan. He will get feedback from staff and bring to the board. He is also gathering insights from colleagues. He would like to set goals with the board that will lead the agency into the future. He is carving things out to share with the Leadership for brainstorming. It’s not going to be super hard because some of the identity formation was addressed with the branding.

- X. The next quarterly Board meeting will be held on Thursday, February 25, 2021. Happy holidays!

Executive Summary
Board of Directors Meeting
February 25, 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.

As previously reported, beginning on March 19, 2020, all Voce staff were instructed and equipped to telework. Beginning May 6th, as counties moved from yellow to green, we methodically assessed readiness and gradually moved our workforce back into county offices. A return to the main Harrisburg office was permitted as-needed and safety standards were constructed and implemented for office personnel and building space.

At the present time, the 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.

As of February 2021:

- 33% of LSI paralegals have returned full-time in-person to county offices.
- 43% of LSI paralegals have continued to do a combination of telework and in-person office work
- 24% of LSI paralegals have continued to exclusively telework

All other staff continue to primarily telework. We continue to collaborate with staff and stakeholders to assure the welfare of our staff is primary and they receive the full support and assistance necessary to do their jobs.

We continue to offer all trainings and conferences virtually. Since our last BOD meeting, we have successfully delivered virtually our Winter-Statewide SWAN Conference, with over 1000 participants in attendance, our internal Voce brand launch for all Voce staff, Voce Town Hall meetings for staff and a wide array of trainings for external audiences.

Given the extraordinary challenges, DHS extended our SWAN contract until June 2021 and is considering extending it further. This would permit us time and opportunity to prepare for the upcoming RFP process.

Board Governance:

Board Recruitment: At the February 25, 2021 meeting, we will vote on the Board candidacy of: Joanna Crishock

We are interested in adding an attorney to our Board. 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.

Finance: (See full Financial Report)

While much of our state funding is secure, we were mandated by DHS to freeze hiring for vacant positions. Currently, we have permission to hire some much needed positions; we still have a number of vacant positions frozen until further notice. As of February we have 31 staff vacancies. This is concerning and has financial implications to our budgeted revenue stream and G & A. Additionally, we were forced to cancel a few fee for service trainings resulting in a modest reduction in revenue. For the first two quarters of this fiscal year, we have a modest surplus of \$47,713.73. This is primarily due to moderate health care expenses and some minor cost savings in operations. Our budget is still very lean and increased health care costs could result in a bottom line deficit. Our reserves remain static. It is imperative that we solicit and receive funding to sustain Voce programs outside of the SWAN contract.

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, 2021 with the option for two additional contract renewals through December 31, 2022. We have completed and submitted our end of contract report and our 20-21 SWAN budget.

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.

Programs & Training: (See full Training & Programs Report)

We are proud to announce that our inaugural Training for Adoption Competency (TAC) launched on October 1st. The first cohort attended their first class virtually and will complete 12 weeks of intensive instruction and case study. By all accounts, our trainers were outstanding. Our second cohort is scheduled to begin in May and will be held virtually via Zoom. Our marketing and outreach plan is being updated to address the need to specifically reach therapists, clinicians, and mental health providers. We will launch our marketing campaign towards the end of February, so our timing is aligned with Voce's brand launch (Website, stakeholder brand launch, etc.).

We continue to move forward with our tech initiative. We have recently pivoted to contract with a new team of tech architects who will continue our efforts. This change will permit us to maintain 100% ownership of the program and employ tech consultants to utilize our expertise to actualize our vision. This initiative will be funded through the Wolfe Family Charity.

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

We continue to offer a broad offering of trainings virtually to the SWAN network. During this period, we conducted, through a virtual format, our Fall SWAN quarterly meetings and our November All Staff Meeting.

On January 26th & 27th we conducted our annual SWAN Winter Statewide Conference virtually. We were pleased to have 992 participants from across the commonwealth.

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.

We continue to work with D'Vinci to develop our Learning Management System (LMS). We are also working to develop a new website to concurrently roll out with our new branding.

Branding: (See full Communications Report)

We formally launched our new brand initiative with the staff on December 9th and the external community on February 16th.

We are currently in Phase 3 – Implementation – this phase of branding is comprised of several projects, including building the Voce website, brand launch video, overview brochure, collateral materials and launch plan.

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. We currently have an all-star team of trainers who are positioned to provide training in this area internally and to external organizations.

We intend to implement a DEI steering committee to provide recommendations and oversight of our efforts. We are requesting board participation on the committee and are hopeful to also provide training with the BOD.

Resource Development:

In January 2021, we created a Resource Development Team to construct and implement a RD plan comprised of a variety of strategies to increase community support and funding. Identified strategies include;

- Corporate Partnership Program
- Corporate Sponsorship Program
- Employee/Board Giving Program
- Individual Giving Program
- Public/ Private Grants
- Planned Giving Program

With the oversight of the Resource Development Committee, we intend to launch a multi-pronged strategy to enlist support. We are hopeful that the BOD will assist to link us to potential supporters.

We recently applied for a grant from RBC Wealth (they manage our 401k) to provide scholarships for participants attending our Training for Adoption Competence (TAC) program.

We are presently exploring other grant opportunities to support new Voce programs.

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: **May 20, 2021 5:30 PM**

Voce

Executive & Governance Committee Report

The Executive and Governance Committee met on February 17, 2021. In attendance: Rick Trynoski (Pres.), Chris Zeigler (VP), Fred Trimmer (Treasurer), Mike Isbell (Secretary) and Rick Azzaro (ED).

1) Board Membership

The committee discussed the election of Joanna Crishock to the BOD at the next full Board meeting on Feb 25, 2021. We also discussed board recruitment and the need to recruit for diversity and to secure needed professional expertise. The BOD will enlist the efforts of the full BOD to recruit new board members. All agreed an attorney would be beneficial.

2) Bylaws

The Committee reviewed Rick T's revisions of the Bylaws. All members agreed to review and send revisions and suggestions to Rick T. by Feb 24th 2021. Rick T and Rick A will compile revisions and seek legal guidance to assure that the Bylaws are legally sound and in compliance with legal mandates.

3) Branding Update

We officially launched publicly as Voce on February 17, 2021. Congratulations to the many individuals who contributed to our branding initiative. There is still much work to be done. The BOD and staff are requested to serve as brand ambassadors and to assist us to promote our new branding in the community. A special congratulations to Fawn Davies our Communications Director.

4) Diversity, Equity & Inclusion (DEI)

Rick A. shared our commitment and beginning efforts to infuse DEI awareness and work into our organizational culture. In addition to the full Voce workforce, the BOD will receive DEI training. The Committee discussed recruiting for diversity.

5) Financials: Audit

Our annual financial audit was completed and will be presented to the full BOD at the February 25, 2021 BOD meeting.

The Committee voted to require that the agency's annual budget is presented and approved by the full BOD at each May BOD meeting.

6) COVID Response updates

As of February 2021:

- 33% of LSI paralegals have returned full-time in-person to county offices.

- 43% of LSI paralegals have continued to do a combination of telework and in-person office work
- 24% of LSI paralegals have continued to exclusively telework

All other staff continue to primarily telework. We continue to collaborate with staff and stakeholders to assure the welfare of our staff is primary and they receive the full support and assistance necessary to do their jobs.

We continue to operate with significant staff vacancies (31) due to a previous hiring freeze mandated by DHS.

7) LinkingLives

Rick A. shared the progress of our tech initiative, LinkingLives. Currently, our attorneys are evaluating the best business model for launching the product. Considerations include; taxable revenue, legal liability and governance.

8) Resource Development

Rick A. outlined our expected RD approach for the upcoming year and the need for increased visibility and community engagement. The BOD will be solicited to assist with building community connections and getting Rick A. “at bats” with potential partners.

The RD Committee will set up a meeting prior to the May BOD meeting.

9) Strategic Planning: Proposal

Per the committee’s request, Rick A presented the 4 strategic planning areas identified by the Leadership Team. They are as follows:

- **Keep Doing it & Do it Better:** Increase quality and productivity, strengthen stakeholder relationships, produce and utilize outcome data.
- **Refine our Design:** Increase capacity, structures, systems, controls, policies and practices. Increase and structure our efforts for employee growth.
- **Reach New Horizons:** Create, fund, market, implement and sustain new Voce program, develop and implement meaningful Diversity, Equity & Inclusion (DEI) culture.
- **See Us & Get to Know Us:** Increase community relationships, public relations and organizational visibility, “step out” to develop new relationships and collaborations.

This information will be presented to the full Board at the Feb. 25th BOD meeting. The Board is expected to make a determination how best to proceed forward with strategic planning

Adjournment

Board of Directors Meeting: February 25, 2021 5:30PM

FAMILY DESIGN RESOURCES

Financial Statements

07/01/20 - 12/31/20

2nd quarter 20-21 July 2020 - December 2020

	SWAN	FDR	FDR/SWAN	
	Reimbursed	Development	G & A	GRAND TOTAL
REVENUE				
Payroll Income	10,184,055			10,184,055
Reimbursed Income				-
Consult & Training & Programs		22,125		22,125
Other Income				-
DHS			1,075,197	1,075,197
Interest Income		4,614		4,614
Fundraising		62,360		62,360
Grants				-
Cell Phone Stipends	73,868	-	-	73,868
TOTAL REVENUE	10,257,922	89,098	1,075,197	11,422,218
EXPENSES				
Payroll	9,263,181			9,263,181
Health Insurance Benefits	1,188,178			1,188,178
Employed Lawyers Expense				
Reimbursed Expenses	1,267			1,267
Consult, Training & Program		152,609		152,609
Printing				-
Subcontract		4,200		4,200
Equipment				-
Promotional		7,109		7,109
Ads		50		50
Bank Charges		1,781	960	2,741
Conferences		2,083	53,503	55,587
Donations				-
Dues		125	4,690	4,815
Insurance			40,728	40,728
Occupancy		15,191	5,037	20,229
Office Supplies		1,388	4,583	5,971
Payroll				-
Wages & Benefits		152,129	308,867	460,996
Postage			2,356	2,356
Professional Fees				-
Accounting				-
Legal		11,236	3,126	14,362
Benefits			21,766	21,766
Payroll & HR			67,357	67,357
Technical Support		11,690		11,690

Employee Clearances		223	1,484	1,707
Public Relations			36,299	36,299
Staff & Board				-
Meals		14	54	68
Travel			959	959
Other		86	4,350	4,436
Communications		3,087	193	3,280
Training		260	989	1,249
Training Publications				-
Website		1,315		1,315
TOTAL EXPENSES	10,452,626	364,576	557,301	11,374,504
REVENUE LESS EXPENSES	(194,704)	(275,478)	517,896	47,714

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.

DK

FAMILY DESIGN RESOURCES

Balance Sheet

Fiscal YTD 06/30/2021

	<u>SWAN</u>	<u>FDR</u>	<u>GRAND TOTAL</u>
ASSETS			
Cash			
Wells Fargo (Certificate of Deposits)		\$428,453.16	\$428,453.16
BB & T and Orrstown Bank Accounts		\$1,921,341.66	\$1,921,341.66
Total Cash		\$2,349,794.82	\$2,349,794.82
Receivables			
DHS		\$328,757.14	\$328,757.14
Miscellaneous		\$6,723.62	\$6,723.62
Consult & Training		\$0.00	\$0.00
Payroll		\$486,568.17	\$486,568.17
Reimbursements		\$19,715.65	\$19,715.65
Subcontractor			\$0.00
Total Receivables	\$0.00	\$841,764.58	\$841,764.58
Cash Plus Receivables	\$0.00	\$3,191,559.40	\$3,191,559.40
Other Assets			
Prepaid Insurance		(\$0.42)	(\$0.42)
Prepaid Expense			\$0.00
Equipment		\$38,203.30	\$38,203.30
Accumulated Depr		(\$38,202.73)	(\$38,202.73)
TOTAL ASSETS	\$0.00	\$3,191,559.55	\$3,191,559.55
LIABILITIES			
Accounts Payable	\$71,506.14		\$71,506.14
Payroll Liabilities	\$700.00		\$700.00
Other Liabilities	\$0.00		\$0.00
Restricted IBNR Health Care	\$585,818.86		\$585,818.86
Deferred Revenue			\$0.00
Total Liabilities	\$658,025.00	\$0.00	\$658,025.00
Equity (Net Assets)		\$2,565,597.05	\$2,565,597.05
TOTAL LIABILITIES & EQUITY	\$658,025.00	\$2,565,597.05	\$3,223,622.05

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.

FAMILY DESIGN RESOURCES

Budget to Actual
Fiscal Year 2020-2021

	Actual YTD Through December 2020	Prior YTD Actual Through December 2019	YTD Variance Actual vs. Prior	Budget YTD Through December 2020	YTD Variance Actual vs. Budget	2020-2021 Annual Budget
Income						
Admin Income (Interest)	\$4,613.51	\$6,420.02	(\$1,806.51)	\$6,500.00	(\$1,886.49)	\$13,000.00
G & A	\$1,075,197.13	\$1,044,256.00	\$30,941.13	\$1,119,071.96	(\$43,874.83)	2,238,143.91
Consult, Training & Programs	\$22,125.00	\$3,917.00	\$18,208.00	\$35,250.00	(\$13,125.00)	\$70,500.00
Fundraising	\$62,359.80	\$25,449.00	\$36,910.80	\$40,500.00	\$21,859.80	\$81,000.00
Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Other	(194,704)	(\$140,859.00)	(\$53,845.35)	\$0.00	(\$194,704.35)	
Total Income	\$969,591.09	\$939,183.02	\$30,408.07	\$1,201,321.96	(\$231,730.87)	\$2,402,643.91
Salaries & Benefits	\$460,996.26	\$447,201.00	\$13,795.26	\$561,292.29	(\$100,296.03)	\$1,122,584.58
Program Expenses						
Consult, Training & Program	\$152,609.45	\$88,741.00	\$63,868.45	\$73,400.00	\$79,209.45	\$146,800.00
Total Program Expenses	\$152,609.45	\$88,741.00	\$63,868.45	\$73,400.00	\$79,209.45	\$146,800.00
Operating Expenses						
Advertising	\$50.00	\$255.00	(\$205.00)	\$750.00	(\$700.00)	\$1,500.00
Bank Charges	\$2,740.73	\$1,920.27	\$820.46	\$2,500.00	\$240.73	\$5,000.00
Staff & Board Expense	\$5,462.91	\$20,492.00	(\$15,029.09)	\$22,500.00	(\$17,037.09)	\$45,000.00
Conferencing	\$55,586.51	\$28,307.04	\$27,279.47	\$2,500.00	\$53,086.51	\$5,000.00
Communications	\$3,279.91	\$2,937.41	\$342.50	\$10,000.00	(\$6,720.09)	\$20,000.00
Donations	\$0.00	\$937.75	(\$937.75)	\$1,500.00	(\$1,500.00)	\$3,000.00
Gifts	\$0.00	\$0.00	\$0.00	\$750.00	(\$750.00)	\$1,500.00
Insurance	\$40,728.48	\$34,921.00	\$5,807.48	\$30,000.00	\$10,728.48	\$60,000.00
Professional Development	\$1,249.46	\$1,356.41	(\$106.95)	\$10,000.00	(\$8,750.54)	\$20,000.00
Office Equipment & Supplies	\$10,170.82	\$11,894.10	(\$1,723.28)	\$12,500.00	(\$2,329.18)	\$25,000.00
Postage & Shipping	\$2,355.77	\$2,411.00	(\$55.23)	\$2,500.00	(\$144.23)	\$5,000.00
IT Support Services	\$11,689.53	\$13,071.00	(\$1,381.47)	\$10,000.00	\$1,689.53	\$20,000.00
Rent	\$20,228.64	\$18,703.74	\$1,524.90	\$22,280.00	(\$2,051.36)	\$44,560.00
Promotional (Web & brochures)	\$44,722.40	\$34,768.73	\$9,953.67	\$30,000.00	\$14,722.40	\$60,000.00
Professional Fees	\$105,191.35	\$93,574.55	\$11,616.80	\$75,000.00	\$30,191.35	\$150,000.00
Meal & Travel Expenses	\$0.00	\$0.00	\$0.00	\$15,000.00	(\$15,000.00)	\$30,000.00
Dues & Subscriptions	\$4,815.14	\$7,484.00	(\$2,668.86)	\$7,500.00	(\$2,684.86)	\$15,000.00
Printing	\$0.00	\$398.51	(\$398.51)	\$12,500.00	(\$12,500.00)	\$25,000.00
Total Operating Expenses	\$308,271.65	\$273,432.51	\$34,839.14	\$267,780.00	\$40,491.65	\$535,560.00
Total Expenses	\$921,877.36	\$809,374.51	\$112,502.85	\$902,472.29	\$19,405.07	\$1,804,944.58
Net Income (Loss)	\$47,713.73	\$129,808.51	(\$82,094.78)	\$298,849.67	(\$251,135.94)	\$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

FDR Administrative Update

Thursday, February 25, 2021

Prepared by Devin Knaub, Director of Business Operations and Finance on February 15, 2021

Executive Summary of the Financial Report (2nd Quarter 20-21):

The financial report for the 2nd quarter of 2020-2021 reflects a positive bottom line. We have gone from a negative amount of 147K to a positive amount of 47k. There are still some outstanding invoices to Diakon that will further increase this number. We did receive a cost-of-living increase in October and increased the benefit billing to 28%. The retro amount that was back billed to Diakon has been received and we are still waiting for the back billing for benefits to be paid. Melody Fisher and I have done a full audit of billable items to Diakon and found some that were missed by our previous bookkeeper.

We have received verbal approval to increase our benefit dollars to 28.5% for fiscal year 2022 along with another 3% cost of living increase for all staff. Both increases will have a positive impact on the G&A dollars we receive to support operations outside of the SWAN contract.

We are still experiencing less than normal funding due to the current vacancies and the previous hiring freeze (March 2020 till November 2021). This 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.

The operations department completed the annual audit, and the auditors will present at our board meeting on February 25. This was the first audit for FDR without Robyn Bupp at the helm and we have received a positive response with minimum notes from the auditors. These notes are already being addressed and further safety protocols are being put in place. Having the entire department participate in the audit testing has been a great learning experience for the entire department who helped this year for the first time ever.

Human Resources:

Recruitment is currently defrosting, and we are only allowed to hire mission critical positions that the state approves. Our current vacancies are 24 replacement positions that need to be filled. We also received a contract extension that has added 10 more positions to Voce; we have filled 5 of those positions, leaving us with 29 current vacant positions. We have found a new HR recruitment coordinator who will join our team on March 1st.

Judy Hummel, the HR Manager retired effective 2/12/21. We are looking to replace her with a HR Employee Relations Coordinator and have myself serve as HR manager for a while. The department is enthusiastic about the new path forward and excited about doing some cross training. We aim to deliver the same amount of support to the organization.

Payroll/ADP/Inova:

We have successfully transitioned to Inova for payroll processing and are currently implementing the HR side of the software. It has been an overall success with their payroll system but still some tweaks to be made and additional training for staff to be held.

In calendar year 2021, Voce will partner with Inova for its payroll, ATS, leave management and HRIS provider. We will be discontinuing relationships with ADP at the end of the fiscal year and are looking to separate from Hirecentric sometime in the fall. This change looks to save the organization money in the immediate and in years to come.

Legal:

Voce was approved as our DBA and we have started to use it and identify as Voce. We will work with Pepper & Hamilton to do the legal name change at a later date.

Banking:

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

Benefits:

No updates

COVID-19:

The leadership team and staff of FDR has continued to work through the challenges of this pandemic. Staff in many counties have returned to workplaces, others continue to telework full time. The organization has taken the stance that telework is approved where possible, but some counties do require staff to be in the county offices regularly.

Voce has decided not to participate in the FFCRA extension because of changes in the way we would recoup funds. Funds are only reimbursable via a tax payment reduction program and since we are a non-profit, we do not pay annual taxes and would not be able to recoup any funds paid for FFCRA leave.

SWAN/TA Report

November 19, 2020 – February 25, 2021

This report was prepared by Melissa Eller, SWAN TA Program Director on February 11, 2021.

Contract Extension

The SWAN prime contract term has been extended. The updated contract term is October 1, 2020, to September 30, 2021. Affiliate contract extension amendments were emailed to affiliate contract contacts electronically on September 25, 2020. 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

Penny Stiles accepted the SE Division Manager position. Heather Reinsel accepted the NW Division Manager position. Both managers started in their new positions on February 1, 2021. We are in the process of hiring two RTA positions to fill these vacancies. In addition, we are in the process of hiring one PTA and one RTA to fill newly created positions in the Western Region.

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, 2020. 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.

During the November 17, 2020 meeting, the workgroup spoke about the productivity of the workgroup over the last three years and the group was able to accomplish the majority of the original goals. The workgroup evaluated the impact of COVID-19 and this information will be part of the committee's recommendations in the spring. The trends through this time are encouraging; including the referrals trends that many thought would not be in line with the past two years. Being able to gather real time data has provided great visibility of what is happening in the network during this time. The workgroup was instrumental in developing tools to capture this information.

The next SWAN Rates Workgroup meeting will be held March 11, 2021. This meeting will be held 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. A meeting with all of the RTA staff was held virtually in December 2020. A training on the placement unit of service was held in January 2021 and a training about Shared Case Management will be held in February 2021. Staff that attended the NACAC conference continue to provide virtual trainings to their colleagues on the workshops presented at the conference.

SWAN LSI

November 19th, 2020 – February 24, 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 February 10th, 2021.

LSI PROGRAM UPDATES:

SWAN LSIP laptop needs were identified through discussions with all LSI DMs and feedback from staff. A recommendation was made to the AIM and OCYF and approval was received for Diakon to purchase 48 laptops to support temporary equipment needs for those LSIPs who are teleworking full or part time without the benefit of a SWAN or county laptop. The laptops are currently being deployed to the impacted LSIPS.

SWAN LSI RESOURCES UPDATES:

SWAN LSI Incarceration Resource Manual: Tool for Case Planning

The SWAN LSI Incarceration Resource Manual third edition was released in January 2021. The newest edition contains an addendum with COVID specific information for each of the county prisons.

SWAN LSI Diligent Search Packet: A Comprehensive Search Tool

The SWAN LSI Diligent Search Packet is being updated. The 8th edition of this resource will be released in the summer of 2021. The Diligent Search packet contains vital information and forms to help paralegals and agency staff search for permanent resources for children in the Pennsylvania child welfare system, as well as comply with federal and state mandates in their diligent search efforts.

REFINEMENT/OUTCOMES:

SWAN LSI County Process Analysis (CPA)

Implementation of the CPA continues as the SWAN LSI Coordinators have completed the second round of the document in December – January 2021. The CPA document has been updated with expanded instructions to allow for more accurate completion. First round results (June 2020), have provided a foundation for evaluation of current program implementation. Results of the first and second round CPA will be analyzed and compared in order to better understand and evaluate the impact of SWAN LSI in each of Pennsylvania's counties. Additional uses for the CPA include improved technical assistance, implementation of county strategic plans, and outcomes measurement.

SWAN LSI Year to Date Children Served (SWAN LSI Statistics Snapshot – February 2021 – Figure 1&2)

SWAN LSI's broad impact across the Commonwealth has remained strong during the COVID 19 Pandemic. SWAN LSI has impacted over 22,000 children since July 2020. The impact is felt in many different phases of a child's case including diligent search, termination of parental rights and adoption (Figure 1). Although there was a decrease in the number of children impacted by SWAN LSI in the spring, numbers of children impacted by SWAN LSI have rebounded to pre-pandemic levels (Figure 2)

SWAN LSI Data Integrity – (SWAN LSI Statistics Snapshot – February 2021 – Figure 3)

Ensuring data integrity is critical to reporting accurate outputs and outcomes of SWAN LSI. One of the pillars of SWAN LSI data entry is timeliness. Timeliness is critical due to reporting requirements of OCYF and ACF as well as internal Outcomes Based Management processes. In July 2020, it took an average of 11.7 days for SWAN LSI Paralegals to enter completed activities. Beginning in September 2020, efforts were focused and messaging was clarified to emphasize expediency in SWAN Portal data entry. Specifically, SWAN LSI Paralegals were instructed to enter SWAN LSI activity data at a minimum of weekly. In January 2021, time to entry had been reduced to 3.9 days, a decrease of 67%!

SWAN LSI Statistics Snapshot - February 2021

Children with LSI Involvement (July 1, 2020 - January 31, 2021)

LSI Category	Number of Children
Children for whom at least one SWAN LSI Activity has been performed	22,616
Children with at least one Diligent Search completed by SWAN LSI	6,346
Children with a SWAN LSI Diligent Search that has been marked as found and verified (designating that a person's whereabouts identified in the search has been confirmed by an official resource)	3,430
Children with TPR paperwork completed by SWAN LSI	1,704
Children with Adoption paperwork completed by SWAN LSI	576

Figure 1 - Source: SWAN Portal

Children With LSI Activity by Month (Oct 2019 - Jan 2021)

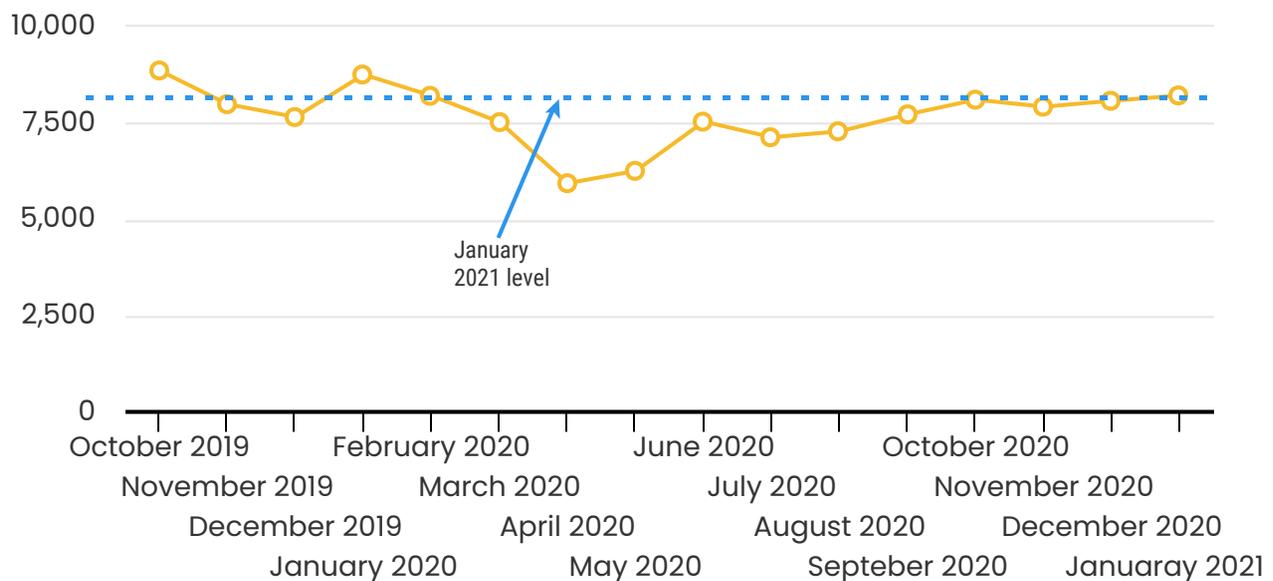
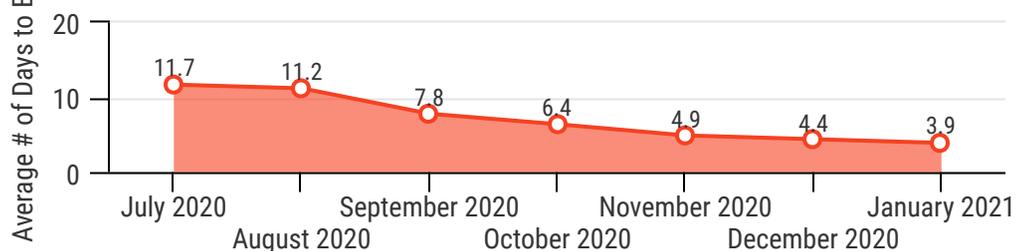


Figure 2 - Source: SWAN Portal

SWAN LSI Activity Entry - # of Days from Activity Completion to Portal Entry (July 2020 - January 2021)



● Days to Entry

Figure 3 - Source: SWAN Portal

Voce Program Report

February 25, 2021

Prepared by Jessica Castle, Program Development Director, on February 11, 2021.

PS-R: Due to the current COVID-19 pandemic, all scheduled PS-R trainings have been postponed. We have met with PS-R team members to implement a plan to convert PS-R to a virtual format. The group of National Trainers have made some concessions with conversions but are reluctant to have PS-R be completely virtual. With the help of the PS-R training team and our training department we hope to successfully make any changes necessary to deliver a top rate training program. The national PS-R trainers have made no changes to PS-R and have notified us that there has been a delay in the e-PSR TOT. We have reinstated our MOU with PS-R with a start date of January 2021. We hope to begin offering a hybrid version of PS-R sometime in the Spring. Westmoreland County is still interested in pursuing a virtual training for its staff.

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.

We held a committee meeting on February 10th.

Training: The Program Development team and the Training Leadership Council continues 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.

Training for Adoption Competency: FDR is now Pennsylvania's sole provider for the Training for Adoption Competency (TAC) curriculum. TAC is designed for licensed mental health professionals, providing clinical knowledge and skills needed to effectively serve the adoption and kinship communities.

Our first cohort began on October 1, 2020. We have been extremely pleased with the implementation of TAC. Our trainers and students have provided positive feedback with regards to the curriculum and experience to date. C.A.S.E. has been supportive and we have established relationships with the other TAC sites across the country. TAC is being offered virtually.

Our second cohort is scheduled to begin in May and will be held virtually via Zoom. Our marketing and outreach plan is being updated to address the need to specifically reach therapists, clinicians, and mental health providers. We will launch our marketing campaign towards the end of February, so our timing is aligned with Voce's brand launch (Website, stakeholder brand launch, etc.).

Adoption Search: The exit strategy to end our Adoption Search program is nearly complete. Agencies, courts, and clients have been notified. We conducted the Authorized Representative training on November 4th & 5th. We had 48 participants attend the training. We continue to operate the AR Google Group which serves as technical assistance and support for ARs across the state. We are now in the process of closing the remaining search cases.

Workplace Bullying: The Workplace Bullying Action committee met February 11th to finalize plans and begin implementation. Once we complete our internal implementation, we will begin to offer the training externally. Staff trainers have been identified and have completed the TOT. Plans are being made to schedule the internal launch.

SaaS Family Finding Tech Solution: We continue to move forward with the development of a SaaS (Software as a Service) based family finding platform. We have contracted with Weblight Development, software architects. We have weekly check-in meetings. Rick, Jason, and Devin are scheduled to attend our February 12 meeting. We are committed to developing a mission-driven tech solution to help find every child a forever home. This product will be known as LinkingLives. Our legal team has begun the trademark search and we have been in consult with them as we continue to develop and devise our business model.

Training Report

November 2, 2020- February 11, 2021

Prepared by Rachel Meaker, Training Director, on February 11, 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 Subcommittee.
- 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 after the Brand launch.
- 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 Kelsi Knarr, Conference Planners)

- Prepared and executed all logistics for the 2020 SWAN/IL Winter Statewide Virtual meetings. The overall attendance was 992 people.
- Cancelled 2021 SWAN/IL Spring meetings with all venues and Network participants due to COVID 19. The SWAN/IL Spring meetings will be provided to the Network virtually April 12 – 16, 2021.
- The SWAN/IL Matching Event and SSW/Conference 2021 will be held on the HUB virtual platform. Details, learning and planning have begun for Conferencing Staff.
- All trainings for SWAN and VOCE have been integrated (Zoom and Cvent). The integration should ensure an accurate accounting of all who attend.
- All Units of Service meetings have been set up and sent to Network for registration. Due to COVID 19 processed all meetings virtually.
- Continued to work on logistical details regarding FPAC Conference, date TBD.

Training Specialists (Dawn Lewis and Deb Gadsden)

- Deb and Dawn continue working on the creation of the Leadership module of the Teambuilding curriculum.
- Deb and her team have completed the first workshop in the Conversations on Race, Equity and Inclusion series titled Being Color Brave and Culturally Humble. The workshop was extremely well received and needed to be repeated twice due the volume of the waiting list. The next venue it will be delivered in is the Voce Specialist Meeting in February. The REI training team has completed the next session on Implicit Bias and is near completion on two other topics. We are also starting work on a workshop on Micro aggressions and Blind Removals. The team was approached about the process of delivering training contact to staff and provided a comprehensive recommendation for how the racial equity content can be delivered to staff and board members.
- 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 is also working on implementing workplace bullying prevention strategies in the organization. We have been meeting to process through the Workplace Bullying Prevention Action Plan.
- Deb is coordinating a training collaboration effort on racial equity and social justice between the YWCA of Lancaster and the Child Welfare League of America. This initiative is on hold as CWLA centers some of its work on race equity. Deb was tapped to be on their Equity Committee and will be helping to develop strategies for how to bring the work to child welfare systems on the macro level.
- Deb continues to co-chair the Forum on Pennsylvania's Children with Jessica Castle.
- Dawn is converting the Training of Trainers (TOT) to virtual.
- Dawn is creating a training on converting trainings to virtual format and consulting with other trainers to convert their trainings.
- Dawn is working on LMS development.
- Dawn is working on a 2021 Virtual All-staff meeting.

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

- Pamela Wilson, Esquire was hired as the Legal Training Specialist for the Northeast.
- The LTS succeeded in presenting five virtual legal trainings to complete the Distance Learning Certification requirements.
- 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; participation in the Southwest PACA Providers Meeting; PCYA, by presenting legal updates and ethics trainings at the PCYA Quarterly meeting; Philadelphia DHS and CUA's through representation in the Philadelphia System-Wide Professional Development Committee and by presenting various trainings; Philadelphia County and CUA's through the presentation of various trainings; counties through participation in Adoption Days, Children's Roundtables, and Casey Permanency Roundtable Projects (PRTs); and the Pennsylvania Child Welfare Council by membership on both the permanency and safety committees.
- Eight 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 with a variety of internal virtual legal trainings, 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 and the Racial Diversity Taskforce.
- Legal Training Specialists presented two (2) legal training sessions virtually at the 2020 "Paving the Way to Educational Success Conference" and presented a virtual legal training for PCCYFS through their web-based training program.
- Our 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 13th including conducting all hearings, mediations and adoptions via Microsoft Teams.
- For this reporting period ALSP had 24 "show up" Termination of Parental Rights petitions heard, 10 petitions were granted the day of the show up hearing, and 14 were set for contested trials. ALSP had 5 contested TPR trials that were held in the reporting period and all 5 TPRs were granted by the court.

Between the “show up” TPRs and the contested trials a total of 15 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 formal Post Adoption Contact Agreement presented and approved by the Orphans’ Court Judge of record and another informal agreement between adoptive parents and an incarcerated parent was completed.
- During the reporting period, ALSP had 32 children adopted including 19 children adopted on National Adoption Day, held virtually on November 21st and 13 more children adopted held on December 11th.
- ALSP Manager continues to participate in the Allegheny County Roundtable’s Court Relations Work Group. In addition a subcommittee of the court relations work group specific to scheduling Termination of Parental Rights cases was formed chaired by the ALSP Manager.
- ALSP continues to participate in the Allegheny County Attorney Systems meeting twice a month.

Communications Report

Prepared by Fawn Davies, Communications Director, on February 18, 2021

Communications Report for the Period Covering November 2020 to February 2021

- **COVID-19** – Internal communications scheduled as needed. No new developments this quarter.
- **BRANDING**- Since the August board meeting:
 - Voce has launched!
 - An internal launch with staff and volunteers took place December 9, 2020. Feedback from the post-launch survey has informed staff communications to increase their understanding of the brand and their role as ambassador. Town Hall Meetings were held the first week in February to provide more concrete details on implementation. Staff received a series of information emails the day of the public launch.
 - The public launch took place February 16. The launch involved a series of sequenced steps beginning with the conversion of our email server to vocetogether.org followed by the website launch. Immediately after the website was live, three social media platforms were converted and a new Instagram account was created. A launch announcement was sent to more than 1,000 stakeholders through a new e-marketing system. Lastly, a press release was distributed to statewide media.
 - Currently, Voce continues to be represented as Family Design Resources with the SWAN prime contract. Rick, Fawn and Judi are reinitiating conversations with Diakon and OCYF to address branding in the context of the contract. There is urgency as it's confusing to staff and stakeholders and undermines Voce's brand to continue to have FDR represented in the contract. Our goal is to replace FDR with Voce and to elevate the program brand over the partnership brand.
 - While the brand has launched (Phase 3 – Implementation), work to promote the Voce brand and programs is only beginning. Efforts will shift to introducing new internal and external communications, content development for the website and social media, media relations, and measuring the effectiveness of the brand. We will evaluate the need for outside resources to support Branding Phase 4 – Evaluation.
 - **What can you do as a board member?** Immediately begin to share the Voce brand by sharing the website, asking your professional network to visit the site and subscribe, and engaging with and sharing social media posts. **Join your colleagues on the board, Jason Wolfe and Natasha Mitchell, who have both shared their story for the Voices section of the website.**
- **Voce PROGRAM DEVELOPMENT** – The Communications Division is supporting program development activities, including the Forum for Pennsylvania's Children, Training for Adoption Competency and technology initiatives. Support was provided to the first cohort TAC recruitment. A six-week social media campaign was developed and delivered.
- **SWAN COMMUNICATION** – News of interest from the SWAN prime contract, OCYF, and the Independent Living program is provided quarterly in the *Administrative Update*. The Winter

2021 issue of the Administrative Update can be found at: <https://diakon-swan.org/swan/documents/item/454/>.

- Visit the prime contract website at <https://diakon-swan.org/news/> to read stories from the network generated by the Communications Team, Editorial Board and Writer's Group. Recent articles highlight adaptations made during COVID-19:
 - Attendance Rates Increase, Connections Maintained through Virtual Events (<https://diakon-swan.org/news/2021/attendance-rates-increase-connections-maintained-t/>)
 - Bethany Christian Services Keeps Parents Connected During Pandemic (<https://diakon-swan.org/news/2021/bethany-christian-services-keeps-parents-connected/>)
 - Coming in February: Second Virtual Statewide Child Preparation Activity Swap (<https://diakon-swan.org/news/2021/coming-february-second-virtual-statewide-child-pre/>)

Fawn Davies, Communications Director, is providing support to the SWAN RFP response and the end-of-contract Final Report.

In November 2020, OCYF requested Communications support to develop social media posts for the SWAN Facebook, which the DHS administers, due to their limited capacity. We developed an average of three posts per week during November (National Adoption Month) and December as a trial run. OCYF has requested that we support this effort ongoing.

- **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.

Voce

Proposal for 3-year Strategic Plan Goals

Mission: With passion, empathy and integrity, we provide multidisciplinary human services expertise to cultivate positive, lasting change in people’s lives.

Vision: A society where every person belongs and is empowered to thrive.

Values: Honor diversity---Challenge boundaries---Value relationships---

Model what we teach---Celebrate accomplishments---Respect each other’s strengths---Do the right thing.

Focus Areas:

- Trauma & Loss
- Adoption & Permanency
- Diversity, Equity & Inclusion
- Personal & Family Well-Being

Introduction:

In 2020 we transitioned from Family Design Resources to Voce. Over the past year, we have completed a new branding campaign, added new programs, secured a SWAN contract extension, enlisted new Board members, restructured HR/Finance, maintained financial solvency and improved the quality of all existing programs while meeting the challenges of the COVID 19 experience.

Voce is presently at a critical point in our evolution. Ahead of us are many challenges and opportunities to grow in capacity and quality. The approaching 3 year period is tantamount to our future and provides us with a window of opportunity to advance our organization in many areas. As an organization we are challenged to recognize; the needs and barriers, the opportunities and strategically take action to actualize our vision.

This will require the involvement and energies of all members of the Voce community (i.e. Leadership team, Board, Staff, Community Stakeholders etc.).

The 3 year Strategic Plan Goals delineated below will serve as our map to the future.

- ***Keep Doing it & Do it Better:*** Increase quality and productivity, strengthen stakeholder relationships, produce and utilize outcome data.
- ***Refine our Design:*** Increase capacity, structures, systems, controls, policies and practices. Increase and structure our efforts for employee growth.
- ***Reach New Horizons:*** Create, fund, market, implement and sustain new Voce program, develop and implement meaningful Diversity, Equity & Inclusion (DEI) culture.
- ***See Us & Get to Know Us:*** Increase community relationships, public relations and organizational visibility, “step out” to develop new relationships and collaborations.