



(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
November 18, 2021
Agenda**

5:30 pm – Presentation: Chris Zeigler – Giving Tuesday

*Presentation: Jeanne Troy, DAZA Consulting
Fund Development Policies / Anticipated Action: vote*

- I. Opening Comments & Welcome / Anticipated Action: collect volunteer hours: Rick T.
- II. Voce August Meeting Minutes / Anticipated Action: accept or revise - Rick T.
- III. Re-Election of Board Member Jason Wolfe / Anticipated Action: vote
- IV. Executive Summary – Executive Director: Rick A.
- V. Committee Reports – Committee Chair
 - a. Executive and Governance – Attachment A-11.18.21
 - b. Finance and Operations
 - i. Financial Statements, Attachment B-11.18.21
 - ii. Operations Administrative Update, Attachment C-11.18.21
 - iii. Finance and Operations Committee – see Attachment A
 - c. Program
 - i. SWAN/TA, Attachment D-11.18.21
 - ii. SWAN/LSI, Attachment E-11.18.21
 - iii. Voce Program, Attachment F-11.18.21
 - iv. Training, Attachment G-11.18.21
 - d. Resource Development – No report
 - e. Communications, Attachment H-11.18.21
 - f. Employee Engagement – No report

VI. Ongoing Business

- a. Board Recruitment: Rick A. & Rick T.
- b. Strategic Planning: Rick A.
- c. Diversity, Equity, and Inclusion (DEI): Rick A.
- d. Financial Reporting for Board

VII. New Business

- a. Key Messaging / Completed Case Statement
- b. Office Space

VIII. Next Meeting Date: February 24, 2022

IX. Adjourn Meeting



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Voce Quarterly Board Meeting August 19, 2021 – Held Via Zoom

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

I. Opening Comments and Welcome

Rick Trynoski opened the meeting and thanked staff. He collected volunteer hours.

II. Review of May 2021 Annual Board Meeting Minutes

Rick T. suggested a change on the second page of the minutes under V. Committee Reports, Finance and Operations (second paragraph, fifth sentence), the sentence should read "Rick T. hopes to have ..." instead of "Devin hopes to have..." Chris Zeigler moved to approve the minutes as amended. Eileen seconded. Motion was approved.

III. Executive Summary

COVID has been a challenge. We are in real time making decisions, minute-by-minute, day-by-day. Rick is proud to be a member of the team and learns something new from at least one leadership team member each day.

The world is looking at how we get people vaccinated. Counties are looking at how employees/workers need to be vaccinated in their workspace. Therein lies the problem. Our staff are the county's employees so it's complex. We are seeking guidance from our HR attorney. Some counties are saying "they can't be in our workspace unless they're vaccinated" but we can't disclose protected health information of our staff. We are trying to protect our employees from being placed in the middle of the debate. The Harrisburg office is planning to return in some capacity beginning September 1st, a hybrid version. Two things: we've learned lessons (some technology is a great tool) and secondly, we don't know where COVID is going. We've had to quarantine full offices recently because of COVID exposure. The September 1 guidance for the home office has been shared with staff to implement. Another consideration is that the state went back to their offices on July 1, so we are coordinating with them. To date, we haven't had to furlough staff or eliminate positions. We were fortunately able to give our staff a cost-of-living increase. This is something to be proud of as it says something to our staff about their value and our integrity. This is due to cost saving strategies implemented by Devin. Our health care expenses are in the expected budgeted range. We also filled mission critical vacancies during what was otherwise a hiring freeze at the state level (we had to get permission for every position from the state). We ended last fiscal year with a modest surplus (~\$70k).

The current SWAN contract goes to 6/30/22. New program, LinkingLives, hasn't slowed down. LinkingLives is moving to the demonstration phase. We have an organization to pilot it for us, but we are seeking funding to pilot. We are connecting more with the tech industry. We have two written grants for which we're waiting a response. We are finishing up the second TAC cohort and position for a third.

We are doing AR training and continuing to plan for the FPaC. We are planning a mentoring program however must consider capacity.

Training under Rachel Meaker pivoted under COVID to figure out how to do things virtually. We are doing SWAN quarterlies this fall in person (unless it changes at a moment's notice). Rachel and her team and JPL have built the Voce learning management system, which will roll out this fall with management training.

That's a little bit of what's happening right now. We have challenges but are financially secure. We know we must get out in the community. Rick has joined Rotary and is beginning to meet people and build contacts. Rick did a podcast with a gentleman from the UK. "We aren't standing still."

V. **Ongoing Business (Part 1)**

Bylaws Revisions - The meeting continued out of order on the agenda because Joanna couldn't stay for the entire meeting.

Rick T. stated the bylaws in effect were basically the same bylaws since we were founded in 1999 and haven't kept pace with organizational changes.

What changed:

- Term limits – changed to two consecutive three-year terms
- Total number of board members
- Allow for Vice-President
- Allow for quarterly meetings
- Only allow for one ED, not two
- Defines a quorum
- Removed redundant language (i.e., "from time to time")
- Seal remains

What was rejected:

- No Robert's Rules of Order on the advice of our attorney and by former board member Audrey Daly who is an attorney.

The resulting bylaws aren't perfect, but they are a step forward. Rick A. thanked Rick T and the efforts of Natasha and others who helped clean up.

Rick T. called for a motion to accept the bylaws revisions. Chris Z. moved (he also thanked Rick T for the thankless job). The motion was seconded. Motion was adopted to revise the bylaws.

IV. **Committee Reports**

Finance and Operations – Devin reported cost containment by switching payroll vendor and in our benefits this year. Capital BlueCross started off with a \$80,000 credit which we used in one month. We are hoping to see a decrease in our insurance costs. Admin fees are reduced compared to Trustmark. We did not raise premiums this year, which is a huge success.

"We made up some ground but have a way to go." per Devin. We currently have 10 vacancies; down from what had been 50 a year ago. He gave credit to his recruitment team. If you know job seekers, send them our way.

We are going to start traveling some more so we will start to see increased costs.

We are replacing HireCentric (our hiring cloud platform) with a platform that comes with our payroll vendor so there will be savings there.

Devin would like to make the financial statements easier to read. He will be seeking feedback and working with Melody Fisher to revise. Let him know if there are pieces of the financials you are interested in seeing. For example, the payroll line has other costs built in that aren't purely payroll.

Numbers are good for this first quarter of fiscal year 21/22. Fred, Devin, and Rick A talked about the utility of the financial statements. You need to know cost containment strategies you're going to pursue, which makes having useful financial statements a necessity. Fred got Rick A thinking about the larger expenses and revenue and any potential threats.

V. Ongoing Business (Part 2)

Board Composition and Recruitment - Rick A. wants to retain board members in the range specified in the bylaws. Attention to terms and a robust recruitment strategy are essential. Share mission and vision. Five areas that are pertinent:

1. Attorneys
2. Communication Professionals – we are trying to build our Communications Committee (also Resource Development Committee)
3. Financial Professionals
4. Tech Professionals
5. Business leaders for support and connections

If you know anyone, let Rick A. and Rick T. know. Our committees are a great place for people to start out. Younger people can fill committee positions as a great entry level starter.

Strategic Planning - We identified four areas. The Leadership Team, to the best of its ability, is working to identify high level objectives that fall under their areas of responsibility. Rick A. would like to gather information from the LT and then “Run with hair on fire to Joanna to say, ‘I need help.’” Joanna says she performs her best when things are on fire. The work we do already falls into these areas; we just need to capture it and hold ourselves accountable.

Diversity, Equity, and Inclusion (DEI) - We have formalized our council and held the first meeting with second coming up. Led by consultant from NC. It's a diverse group in all different ways – geography, level, division, age, race, experience, etc. We can add a person from the board if there is interest from anyone. The commitment will be approximately once per month. More times than not it will be virtual. Rick has intentionally chosen to not be on the council but will be pulled in as needed. It will eventually combine with our training in this area to create a solid foundation.

VI. New Business

Fund Development - Presented as informational rather than voting on them. We are postponing action on the policies until November when Jeanne Troy from DAZA Consulting will be present at the board meeting. Jeanne is a professional and her standards are legally sound. Rick A would like to vote on these in November. His conversations are leading to donor relations, so we need these policies in place. Rick A asked the board to read through the policies and compile any questions they might have. They need to be legal but also useful and clear.

External Engagement and Fund Development - Jeanne will be doing some training in November. Rick A expects that Jeanne will come at the board regarding their role with fundraising. She is pushing Rick to be out there focusing on engagement.

VII. Next Board Meeting

Next meeting date is November 18, 2021. Rick T. hopes 2021 isn't the year we don't hold any in person meetings. Let's hope COVID doesn't continue to cause us to regress. Rick T opened the conversation for questions and discussion

VIII. Adjournment

Chris Z. made a motion to adjourn. Fred T. seconded. Meeting was adjourned at 6:20 p.m.

Respectfully submitted,
Mike Isbell, Secretary

Voce

Executive Summary

Board of Directors Meeting

November 18, 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 many of you likely know, the Federal Department of Labor through the Occupational Safety and Health Administration (OSHA) issued a COVID-19 Vaccination and Testing: Emergency Temporary Standard (ETS) effective November 5, 2021 (Federal Register, vol 86. No. 212).

This ETS applies to all employees of large employers (those with over 100 employees). The ETS, therefore, applies to Voce.

The ETS is effective immediately and requires that all organizations comply with the mandatory requirement by January 5, 2021. The ETS is currently in effect for 6 months.

The Basics:

ETS requires us to collect the status of COVID vaccination for each employee in the organization.

- 1) If the employee has received the vaccination, he/she will be required to provide proof.
- 2) If the employee has not received the vaccination, they are required to:
 - A) Request a medical or religious exemption and submit weekly COVID testing results per guidelines

OR

- B) Get the COVID 19 vaccine and submit proof per guidelines

Per the ETS, any/all employee who does not comply with the mandate will be subject to disciplinary action.

No sooner was the ETS issued, on November 6th, the 5th Circuit Court of Appeals, in response to legal action from 11 states (not PA) and some businesses halted the mandate. The case will be consolidated and heard by one court chosen by lottery. This may pass quickly or continue to proceed through the higher courts appellate process. The current implications and the outcome are uncertain at this time.

To prepare for this dramatic initiative, the HR team met on November 9th, the Leadership Team on November 10th and we met with our partners at Diakon and DHS on November 10th. Furthermore, we have been in regular communication with our legal firm to assure that we are proceeding forward in a sound legal manner while reducing liability.

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

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

Starting this fall, we resumed offering trainings in-person and in hybrid format. We will continue to evaluate each training to determine if the training is held; in-person, hybrid or virtually.

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

Peter Megoulas, Business Loan Account Manager at Members 1st will be joining our November 18th meeting as a prospective board member.

Rick A is meeting with Teresa Marino, family law attorney from McNees, Wallace & Nurick LLC, on November 30th to discuss her interest in joining our BOD.

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 for Harrisburg-based staff and external trainings and meetings.

Our wonderful Executive AA, Barb Crowell, has announced her intention to retire on January 6, 2022. We are actively recruiting to fill the position.

Operations & Finance: (See full Financial Report)

We ended the first quarter of the fiscal year with a surplus of \$355,420.87. This is primarily due to:

- 1) Cost containment strategies implemented by the Operations Dept.
- 2) Health care costs within expected budgeted range
- 3) Decrease in travel and related expenses due to COVID restrictions
- 4) Aggressive pursuit of filling staff vacancies
- 5) Benefit credit from Cap Blue Cross

Currently, we have 10 vacancies eligible to hire for SWAN, 14 SWAN positions not currently eligible to hire, and 1 Voce position eligible to hire.

We have applied for two grants for Voce programs and are awaiting a response.

This year, we will participate in a Giving Tuesday campaign.

On November 2nd a meeting was held with the Finance and Operations Committee and the Executive & Governance Committee to discuss establishing new approaches to financial reporting for the BOD. Objectives include the following:

- 1) Consolidate Quarterly Financial Reports to increase clarity and accuracy.
- 2) Create a Monthly Board Report to address:
 - a. Current revenue and expenses
 - b. Health Care expense
 - c. Current reserves - amounts and locations
 - d. Fund development revenue

Office Space:

We were recently informed that due to an expansion of the highway outside of our Harrisburg building we will lose most of our existing office space in approximately 1 to 2 years. We met with partners at Diakon (who also currently occupy space in the building) to begin strategizing for this unexpected change.

We identified 4 potential prospects in response to this change:

- 1) If available, we stay in the remaining portion of the JPL building in a different location.
- 2) If available, we relocate to office space owned and operated by Diakon
- 3) We move out and assume a new lease at a new location
- 4) We purchase a building and lease space to Diakon and cover our SWAN lease costs through the SWAN contract.

Our contract with DHS requires us to remain within 20 miles of the DHS headquarters in Harrisburg. Both Voce and Diakon agree that we must first secure the next SWAN contract prior to securing a new office space commitment.

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

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

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

COVID & SWAN:

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

As of October 2021:

- 49/67 (73%) of LSIP counties have fully returned to county offices
- 16/67 (24%) of LSIP counties continue with hybrid schedules (telework/county office work)
- 2/67 (3%) of LSIP counties are discharged to telework

Voce Programs & Training

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

Training for Adoption Competency:

Training for Adoption Competency: We just completed our second cohort of TAC. Our second cohort began on May 27th and was held virtually via Zoom. We are very pleased with the successful completion of Cohort 2 and are beginning to promote Cohort 3 scheduled to begin in early January. The next cohort will also be held virtually. We have \$2K in scholarships available through a grant we secured with RBC. We also submitted a proposal to DHS for scholarships. The proposal has been rejected by DHS.

PS-R: We have completed our PS-R training to IL workers at Westmoreland County. This fulfills our grant obligations to the Westmoreland Community Foundation. We have submitted a grant application to Member's First which will allow us to offer regional trainings in Southcentral PA.

Training:

Our Training and Conferencing team conducted 6 separate SWAN Fall Quarterly Meetings across the commonwealth. Trainings were conducted in-person with one location providing a hybrid format.

We are currently preparing for an in-person winter SWAN conference in January. The conference is held annually at the Penn Stater in State College PA.

During July, August, September and October, The DEI Trainers group delivered the first workshop in the Conversations on Race, Equity and Inclusion series titled, "Being Color Brave and Culturally Humble". There were seven sessions in all to allow the 350+ staff to find times that meshed with their schedules. This comprehensive training plan for delivering social and racial justice training to staff will be duplicated in late January, February, March, and April to deliver the next session in the six-part series. The team will meet on 10-29-2021 to work out these details.

The team also delivered a fee-for-service training to PA CASA on Racial Disparity, Implicit Bias and White Privilege in a two-day, three-hour each day session. The delivery was well received, and they have indicated they are interested in training more staff.

We have been retained to complete a three-part, two-hour each training for PA Council for Children, Youth and Families in January, March, and June of 2022 on the topic of Being Color Brave and Culturally Humble.

Efforts continue to develop our management training series and our Learning Management System (LMS)

We continue to offer a broad offering of trainings virtually to the SWAN network (see full training report).

Communications & Branding: (See full Communications Report)

- **COVID-19** – Internal communications provided via *In The Loop* as needed. Very little global messaging was developed during this quarter as HR has been responding to unique situations affecting individuals working in county offices. As of November 8, the Leadership Team is developing a response and corresponding messaging to staff on the Department of Labor/OSHA COVID-19 Emergency Temporary Standard for Private Sector Employees for which Voce and its employees are subject and requires vaccination or weekly testing.
- **BRANDING** – Ongoing efforts related to branding, focused on increasing brand presence:
 - **Branding 2.0** – In collaboration with Rick Azzaro and Jessica Castle executing a strategic framework and tactics to elevate the Voce brand externally through advocacy, fund development, program, thought leadership, developing relationships and presence.
 - Inclusive of the fund development work with DACA
 - Current activities include developing a Case Statement, promotion of Amazon Smile, working with the Leadership Team to gather head shots and set up LinkedIn accounts, working with the Leadership Team to develop Voices (website) articles, updating building signage, opening the Voce store, producing a Voce overview brochure, and creating an editorial calendar for website and social media.
 - **Voce Solutions** – We have engaged PRworks to develop messaging for our technology subsidiary, Voce Solutions. Messaging is in keeping with Voce’s brand while expanding on characteristics and objectives that are unique to Voce Solutions. The Voce overview brochure and key messaging document are inclusive of Voce and Voce Solutions.
 - **Voce and SWAN** – Still working with our partner, Diakon, and OCYF to exchange FDR name/logo with Voce name/logo on all systems and communications and replace references to Diakon/FDR partnership with “SWAN prime contractor.”
 - **Branding Phase 4: Evaluation** – Under consideration.
- **Voce PROGRAM DEVELOPMENT** – The Communications Division is supporting program development activities, including the Forum for Pennsylvania’s Children, Training for Adoption Competency and LinkingLives. Communications has provided support to grant applications, including the RK Mellon Foundation and the American Legion.
- **RESOURCE DEVELOPMENT: GIVING TUESDAY** – Communications is leading efforts to coordinate a Giving Tuesday fundraising campaign. Giving Tuesday is a national day of giving traditionally held the Tuesday following Thanksgiving (November 30, 2021) to kick off the holiday and end-of-year giving season. The campaign uses social media and email primarily to reach potential donors. Goals for this first-year campaign are to engage board members and staff in promoting Voce’s mission, increasing our following on social media channels, and meeting a modest fundraising goal of \$5,000. More information will be shared with the board in email and in a special presentation at the board meeting on November 18.
- **SWAN COMMUNICATION** – News of interest from the SWAN prime contract, OCYF, and the Independent Living program is provided quarterly in the *Administrative Update*. The Fall 2021 issue of the *Administrative Update* can be found at: [Fall 2021 Admin Update - Final.pdf \(diakon-swan.org\)](#).

Communications continues to assist DHS/OCYF with social media posts for the SWAN Facebook page. **National Adoption Month** is a focus for November and provides an opportunity to showcase stories of families and advocates recognized at the PA Permanency Conference held in June, as well as awareness and matching events being held throughout the network.

- **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 mrizzybell@gmail.com.

Please review the Key Messaging Document and the Case Statement attached. Together, these documents can provide you with information to speak to potential stakeholders about the organization.

Diversity, Equity & Inclusion (DEI) Commitment:

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

This council elected two co-chairs and is presently developing council structure and initial strategic goals. Co-chairs will meet regularly with Rick A.

Resource Development:

Jeanne Troy from DAZA will join us for Board training at our November 18th BOD meeting.

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

Rick A. is actively building community relationships with businesses, providers, and public sector stakeholders. He has met with Cap Blue Cross, Excelon, Members 1st and the Giant Co. He continues to participate weekly in the Harrisburg Rotary Club.

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

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

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

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

Strategic Planning: Over the course of the past two months, the Voce leadership team met for 4 strategic planning prep sessions. On February 17, 2021, we provided key focus areas for strategic planning for

consideration to the Executive & Governance Committee. The Leadership Team will provide goals related to the following four areas by December 31, 2021.

The 4 Areas are:

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

Respectfully submitted: *Rick Azzaro, Executive Director, Voce*

Executive & Governance Committee

November 18, 2021

Prepared by Rick Azzaro, Executive Director, on November 2, 2021

A combined meeting of the Executive and Governance Committee and the Finance and Operations Committee was held on Tuesday, November 2, 2021. In attendance were Rick Trynoski, Mike Isbell, Chris Zeigler, Natasha Mitchell, Fred Trimmer, Rick Azzaro, Devin Knaub, and Melody Fisher.

Rick A. discussed our collective intention to elevate our financial reporting to strengthen, accuracy, clarity, and timeliness. Per the request of both the Executive & Governance Committee and the Finance and Operations Committee, the operations department, under the leadership of our Business and Operations Director, prepared a proposed approach to financial reporting that will:

- 1) Consolidate Quarterly Financial Reports
- 2) Create a Monthly Board Report to address:
 - a. Current revenue and expenses
 - b. Health Care expense
 - c. Current reserves- amounts and locations
 - d. Fund development revenue
 - e. Staff vacancies

Our financial team, Melody Fisher and Devin Knaub presented possible formats and strategies.

The Committees asked questions and discussed the feasibility of timing, and concise reporting formats.

The group agreed they prefer a monthly report that is concise. The importance of having accurate financial information for the full board in-between meetings was discussed and agreed upon. Furthermore, the standard quarterly reporting mechanism will be adjusted and consolidated. Our auditors have instructed us to continue to provide the Board members information in the present standard format.

The group also discussed the prospect of Melody Fisher, our Accounting and Finance Coordinator joining the Finance and Operations Committee. All agreed.

Rick T. proposed establishing procedures to contact the Finance and Operations Committee for major financial changes and prospects. This practice will assure that the Finance and Operations Committee is made aware and involved in any/all major financial changes in real time.

Agreed upon Actions:

- 1) Melody Fisher will join the Finance and Operations Committee
- 2) Devin and Melody will continue to consolidate quarterly finances. They will also provide a key to indicate what revenue or expenses are included in each line item of the quarterly report.
- 3) Devin and Melody will work from Rick T's dashboard template to create a monthly report that will address:
 - a. Current revenue and expenses
 - b. Health Care expenses
 - c. Current reserves- amounts and locations
 - d. Fund development revenue
 - e. Staff vacancies

Furthermore, Devin and Melody will determine a reasonable time frame for data so that our financial reporting is accurate and meaningful. Upon completion of the dashboard, Rick A. will develop a brief narrative section to include:

- a. Workforce
 - b. SWAN
 - c. New Voce Programs
 - d. Public Relations & Board Engagement Opportunities
- 4) Rick A. will develop a proposal for Finance and Operations Committee notification/ approval.
- 5) Rick A. will forward the minutes from this meeting to the members for review. Once approved, the minutes will be used to report in the Board packet for the approaching in-person quarterly Board meeting scheduled for November 18, 2021, at 5:30 PM.

Voce

Financial Statements

07/01/21 - 06/30/22

1st quarter 21-22 July 2021 - June 2022

	SWAN	Voce	Voce/SWAN	
	Reimbursed	Development	G & A	GRAND TOTAL
REVENUE				
Payroll Income	4,130,287			4,130,287
Benefit Income	1,177,591			1,177,591
Reimbursed Income	9,978			9,978
Consult & Training & Programs		21,951		21,951
Fee for Service		15,940		15,940
G & A			530,788	530,788
Interest Income			583	583
Fundraising		2,183		2,183
Grants				-
Cell Phone Stipends	39,265			39,265
TOTAL REVENUE	5,357,120	40,074	531,371	5,928,565
EXPENSES				
Payroll	4,546,799	28,402	79,393	4,654,595
Benefits	695,005	8,095	22,627	725,727
Reimbursed Expenses	15,889			15,889
Consult, Training & Program	17,656	7,547	14,517	39,721
Printing			264	264
Subcontract		4,400	225	4,625
Equipment				-
Promotional				-
Ads			25	25
Bank Charges			846	846
Conferences	1,470	290	35,046	36,806
Donations			100	100
Dues			1,739	1,739
Insurance			14,238	14,238
Occupancy			10,213	10,213
Office Supplies			3,978	3,978
Postage			684	684
Professional Fees				-
Accounting				-
Legal				-
Benefits			8,166	8,166
Payroll & HR			37,393	37,393
Technical Support			6,026	6,026
Employee Clearances			3,271	3,271
Public Relations			3,000	3,000

Staff & Board		92	3,525	3,617
Meals & Travel				-
				-
Other				-
Communications			1,680	1,680
Training & Training Publications				-
				-
Website			542	542
TOTAL EXPENSES	5,276,820	48,826	247,499	5,573,144
REVENUE LESS EXPENSES	80,300	(8,752)	283,872	355,421

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 06/30/2022

	<u>SWAN</u>	<u>Voce</u>	<u>GRAND TOTAL</u>
ASSETS			
Cash			
Wells Fargo (Certificate of Deposits)		\$431,371.66	\$431,371.66
Truist, Orrstown, Members 1st FCU		3,139,832.88	3,139,832.88
Total Cash		\$3,571,204.54	\$3,571,204.54
Receivables			
DHS		\$177,403.29	\$177,403.29
Miscellaneous		(16,172.14)	(16,172.14)
Consult & Training		7,618.92	7,618.92
Payroll		12,060.51	12,060.51
Reimbursements		5,867.78	5,867.78
Subcontractor			0.00
Total Receivables	\$0.00	\$186,778.36	\$186,778.36
Cash Plus Receivables	\$0.00	\$3,944,761.26	\$3,944,761.26
Other Assets			
Prepaid Insurance		(\$0.42)	(\$0.42)
Prepaid Expense		(1,907.08)	(1,907.08)
Equipment		38,203.30	38,203.30
Accumulated Depr		(38,202.73)	(38,202.73)
TOTAL ASSETS	\$0.00	\$3,942,854.33	\$3,942,854.33
LIABILITIES			
Accounts Payable		\$13,205.60	\$13,205.60
Payroll Liabilities		636,036.03	636,036.03
Other Liabilities			0.00
Restricted IBNR Health Care		313,307.64	313,307.64
Deferred Revenue			0.00
Total Liabilities	\$0.00	\$962,549.27	\$962,549.27
Equity (Net Assets)		\$2,980,305.06	\$2,980,305.06
TOTAL LIABILITIES & EQUITY	\$0.00	\$3,942,854.33	\$3,942,854.33

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.

Voce
Budget to Actual
Fiscal Year 2021-2022

	Actual YTD Through September 2021	Prior YTD Actual Through September 2020	YTD Variance Actual vs. Prior	Budget YTD Through September 2021	YTD Variance Actual vs. Budget	2021-2022 Annual Budget
Income						
Admin Income (Interest)	0.00	\$3,162.86	(\$3,162.86)	\$3,250.00	(\$3,250.00)	\$13,000.00
G & A	530,788.00	\$485,877.20	\$44,910.80	\$559,535.98	(\$28,747.98)	2,238,143.91
Consult, Training & Programs	21,951.00	\$16,840.00	\$5,111.00	\$17,625.00	\$4,326.00	\$70,500.00
Fundraising	2,183.00	\$154.43	\$2,028.57	\$20,250.00	(\$18,067.00)	\$81,000.00
Grants	0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Other	0.00	(\$281,564.00)	\$281,564.00	\$0.00	\$0.00	
Total Income	554,922.00	\$224,470.49	\$330,451.51	\$600,660.98	(\$45,738.98)	\$2,402,643.91
Salaries & Benefits	138,517.03	\$198,889.27	(\$60,372.24)	\$280,646.15	(\$142,129.12)	\$1,122,584.58
Program Expenses						
Consult, Training & Program	39,720.51	\$57,066.77	(\$17,346.26)	\$36,700.00	\$3,020.51	\$146,800.00
Total Program Expenses	39,720.51	\$57,066.77	(\$17,346.26)	\$36,700.00	\$3,020.51	\$146,800.00
Operating Expenses						
Advertising	25.00	\$35.00	(\$10.00)	\$375.00	(\$350.00)	\$1,500.00
Bank Charges	846.00	\$1,053.79	(\$207.79)	\$1,250.00	(\$404.00)	\$5,000.00
Staff & Board Expense	3,617.00	\$3,947.00	(\$330.00)	\$11,250.00	(\$7,633.00)	\$45,000.00
Conferencing	36,806.49	(\$5,441.25)	\$42,247.74	\$1,250.00	\$35,556.49	\$5,000.00
Communications	1,680.00	\$1,564.13	\$115.87	\$5,000.00	(\$3,320.00)	\$20,000.00
Donations	100.00	\$0.00	\$100.00	\$750.00	(\$650.00)	\$3,000.00
Gifts	0.00	\$0.00	\$0.00	\$375.00	(\$375.00)	\$1,500.00

Insurance	14,238.03	\$5,938.00	\$8,300.03	\$15,000.00	(\$761.97)	\$60,000.00
Professional Development	0.00	\$1,219.46	(\$1,219.46)	\$5,000.00	(\$5,000.00)	\$20,000.00
Office Equipment & Supplies	4,242.00	\$4,621.96	(\$379.96)	\$6,250.00	(\$2,008.00)	\$25,000.00
Postage & Shipping	683.88	\$507.57	\$176.31	\$1,250.00	(\$566.12)	\$5,000.00
IT Support Services	6,026.00	\$1,438.85	\$4,587.15	\$5,000.00	\$1,026.00	\$20,000.00
Rent	10,213.00	\$10,069.32	\$143.68	\$11,140.00	(\$927.00)	\$44,560.00
Promotional (Web & brochures)	3,542.00	\$25,338.87	(\$21,796.87)	\$15,000.00	(\$11,458.00)	\$60,000.00
Professional Fees	48,830.00	\$63,760.47	(\$14,930.47)	\$37,500.00	\$11,330.00	\$150,000.00
Meal & Travel Expenses	3,617.00	\$0.00	\$3,617.00	\$7,500.00	(\$3,883.00)	\$30,000.00
Dues & Subscriptions	1,739.00	\$2,205.14	(\$466.14)	\$3,750.00	(\$2,011.00)	\$15,000.00
Printing	264.00	\$0.00	\$264.00	\$6,250.00	(\$5,986.00)	\$25,000.00
Total Operating Expenses	136,469.40	\$116,258.31	\$20,211.09	\$133,890.00	\$2,579.40	\$535,560.00
Total Expenses	314,706.94	\$372,214.35	(\$57,507.41)	\$451,236.15	(\$136,529.21)	\$1,804,944.58
Net Income (Loss)	240,215.06	(\$147,743.86)	\$387,958.92	\$149,424.83	\$90,790.23	\$597,699.33

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

Operations Department

Voce Administrative Update

Thursday, November 18, 2021

Prepared by Devin Knaub, Director of Business Operations and Finance on November 8, 2021

Executive Summary of the Financial Report (1st Quarter 21-22):

The financial report for the 1st quarter of 2021-2022 reflects a positive bottom line and has us coming in with \$355K in reserves. These can be directly related to lower-than-expected benefit cost and a benefit credit that was given by Capital Blue Cross. For the first quarter of the year, cost savings measures continue to be put into place by the Operations Department. Reduced travel due to Covid has had an impact but over the next 3 quarters we do expect travel expenses to rise to pre-pandemic numbers. Voce has been tasked with in person quarterly meetings and this will result in staff traveling. We will continue to keep cost saving measures at the forefront and are evaluating other systems that can be replaced with better, cheaper solutions.

The cost-of-living increase was implemented at the end of July, and we have seen an increase in G&A funding along with an additional half percent reimbursement for benefits raising us to 28.5%. The G&A is a 10% of SWAN reimbursable funds (Diakon reimburses for all SWAN salaries and 28.5% of SWAN salaries being given back towards benefits). FFCRA audit has been completed and we have submitted for a reimbursement of 37k, these have been submitted by our former payroll provider (ADP) and we are waiting for the IRS to issue the return of funds. We were hoping to see this in the first quarter but have not seen these funds refunded yet.

We continue to experience less than normal funding and this is directly related to vacancies. This impacted last fiscal year's income because of the previous hiring freeze (March 2020 till November 2021). As a reminder that freeze left us with over 50 vacancies reducing the billing to Diakon and having a negative effect on our G&A funding. We are currently working quickly to fill these vacant positions and have been making progress to close the vacancy hole. As of 10/30, we have 24 vacant SWAN positions. Of these 24 vacant positions, 7 are in the recruiting or onboarding phase. The remaining 17 are on pause due to county holds or taking a break due to lack of applicants.

New Fiscal Year Updates:

Human Resources:

Priscilla Johnson joined Voce on 9/20/2021 as our new Employee Relations Coordinator. Her events background in HR has made an immediate impact.

Payroll/Inova:

Inova has been a key player in providing the Operations team with great software at an incredible value. This transition has been influential in the cost savings that Operations is seeing, and we are looking to grow in the Inova portfolio of systems offered. We are currently preparing to implement the recruitment and onboarding platform through Inova, and this will result in more cost savings over the current Hirecentric/Onboardcentric platform we use. Inova has announced an employee appraisal system we will be reviewing to determine if it could be a replacement for Trakstar, our current provider.

Legal:

Nothing to report currently.

Banking:

Voce has partnered with Member's 1st Credit Union and is looking at them to replace BB&T/Trust in the next quarter.

Benefits:

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

COVID-19:

The leadership team and staff of Voce has continued to work through the challenges of this pandemic. Staff in most counties have returned to workplaces full time or have adopted a hybrid schedule. The organization has required staff to wear masks as part of the Governor's current mandate for state contractors. We have experienced a few counties (Bucks and Philadelphia) who will not let us recruit unless that staff are vaccinated. Voce has taken the stance that vaccines are a personal choice and has not mandated them at this time. We will continue to monitor the national vaccine mandate and how that could impact Voce.

SWAN/TA Report

August 20, 2021 – November 17, 2021

This report was prepared by Melissa Eller, SWAN TA Program Director on November 4, 2021.

Contract Extension

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

Staff Transitions

Tinnesha English, SE RTA, submitted her resignation effective November 30, 2021. LSI paralegal, Alexa Bowman, was promoted and will begin working to transition to Tinnesha's territory starting on November 22, 2021.

Helene Kosciolek-Brown began her SE RTA job duties on November 1, 2021.

SWAN Rates Workgroup

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

The SWAN Rates Workgroup met virtually on August 25, 2021. The second phase of portal 3.0 is on-going. Currently a child dashboard is being developed. Internal testing and feedback are on-going.

By the end of 2021, Portal 2.0 will continue to be functional with a test version of Portal 3.0 available.

The Matching Unit has been approved and is moving forward. Benchmarks and training are in the process of being developed. A Unit of Service meeting regarding the Family Matching Unit was held to gain feedback from the Network. Conversations about post permanency services, specifically the support group and matching unit continue.

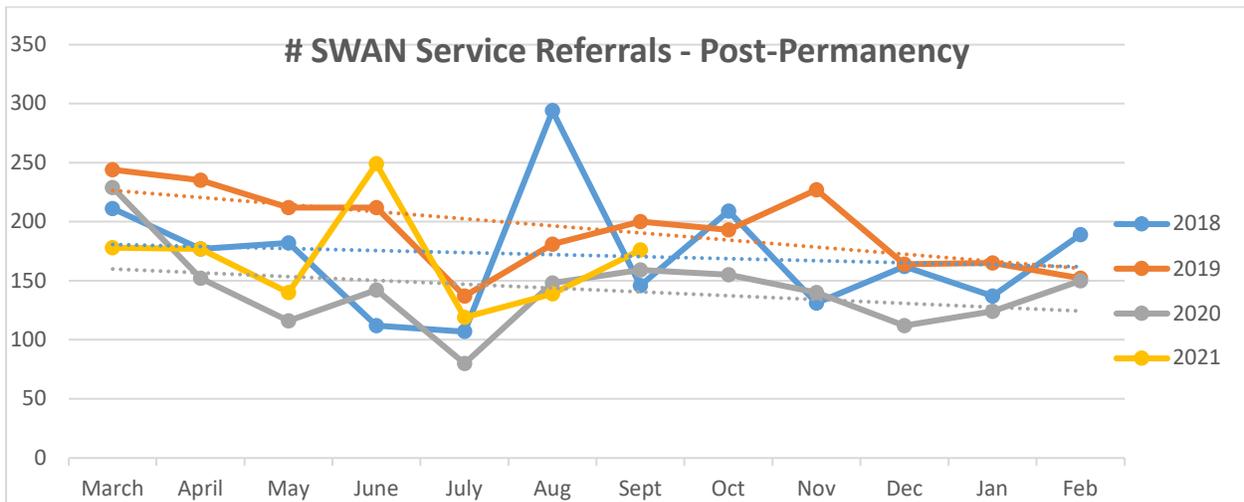
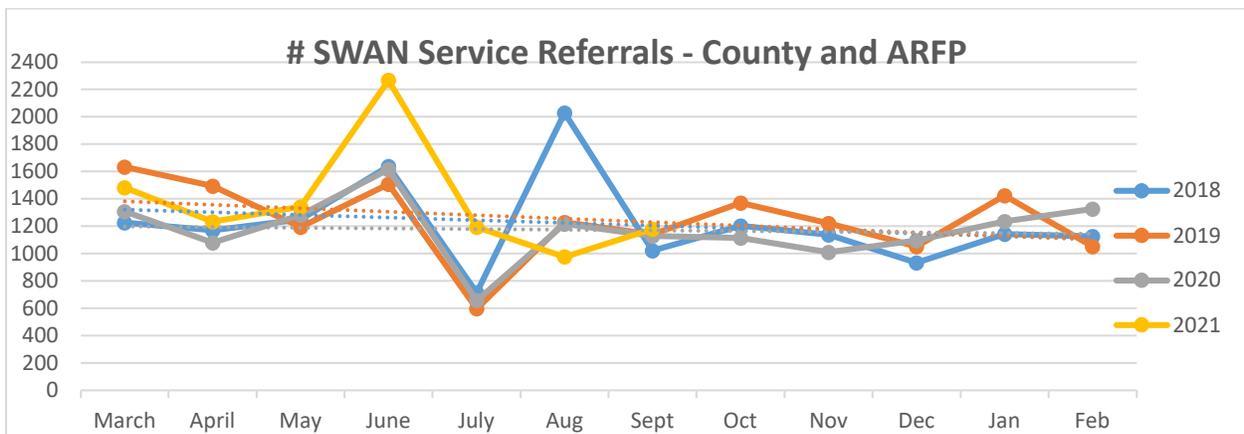
The next SWAN Rates Workgroup meeting will be held November 30, 2021, virtually.

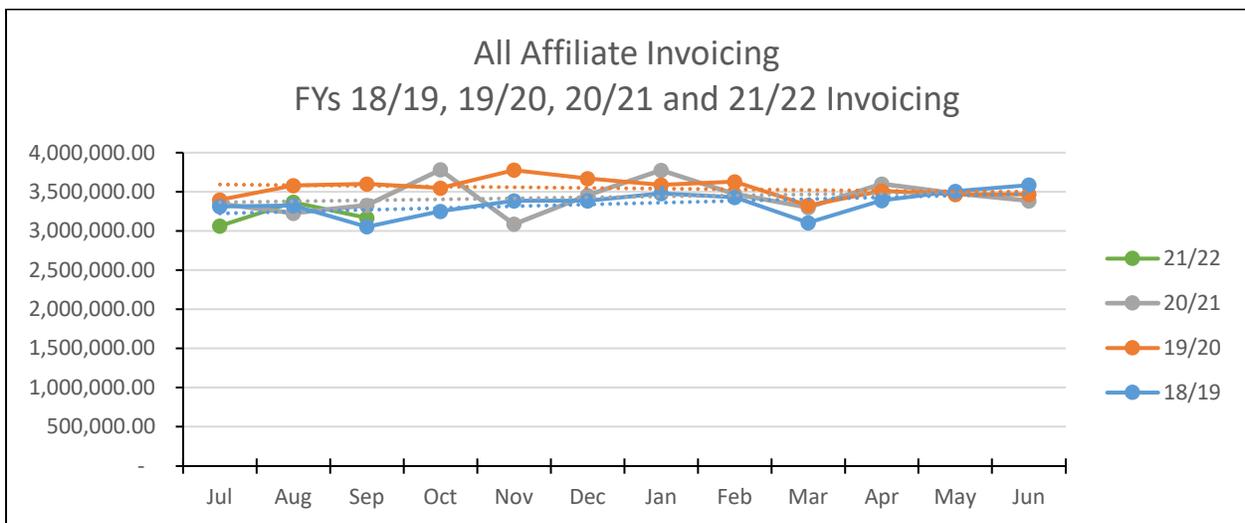
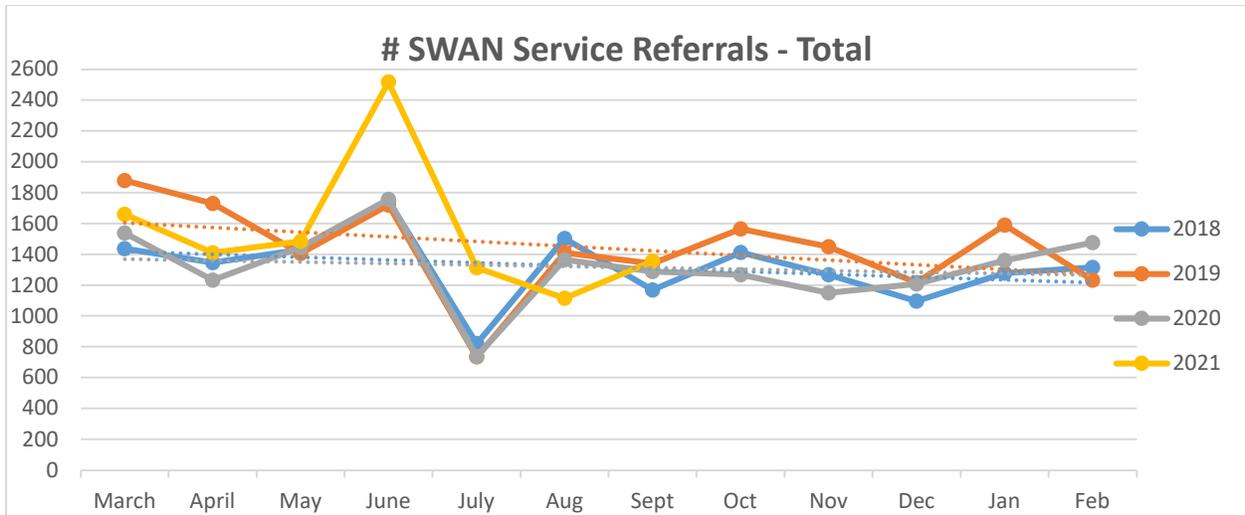
COVID-19

In response to the Covid-19 pandemic, TA staff began teleworking at the end of March 2020. Staff continue to be innovative in completing their work. Trainings, site visits, and meetings continued successfully via Zoom. As of September 1, 2021, staff have begun to do in-person site visits, meetings, and trainings based upon the county or affiliate policies.

Referral Trends Review – By Calendar Year through August 2021

Direct service trends regarding referrals and invoicing remain steady.





SWAN LSI

August 19th – November 18th, 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 November 18, 2021.

LSI PROGRAM UPDATES:

Covid-19 Response:

SWAN LSI paralegals (LSIPs) began re-entry into county offices as early as May 2020 after the development of protocol and procedures to ensure their safe return. Over the last quarter, several counties have returned LSIPs to hybrid or telework status. As of October 2021:

- 49/67 (73%) of LSIP counties have fully returned to county offices
- 16/67 (24%) of LSIP counties continue with hybrid schedules (telework/county office work)
- 2/67 (3%) of LSIP counties are discharged to telework

SWAN LSI Coordinators (LSICs) continue to conduct in-person site visits with County Children and Youth Agencies (CCYAs) 1 – 2 times each month or as support needs require. This allows the coordinators to more effectively support new hires and proactively address programmatic or personnel matters.

SWAN LSI Division Managers (LSIDMs) and Program Directors continue to work through the impact of the pandemic on our workforce. Staff safety remains in the forefront and LSICs and LSIDMs have consistent contact with Voce Leave to address Covid-19 exposure, Covid-19 outbreaks (at CCYAs) and staff quarantine procedure.

All Voce employees, including SWAN LSI Paralegals, follow Governor Wolf's updated mask mandate for state, contractor, and subcontractor workplaces.

CCYA Covid-19 Vaccine Mandates:

With the approval of Covid-19 vaccines to protect against hospitalizations, or the most serious health consequences, and the emergence of the highly contagious Delta variant, several LSI counties began establishing vaccine mandates or other policies to mitigate the spread of the virus.

Voce does not currently require vaccination for Covid-19 as a condition of employment. Effective September 1st, Voce has allowed staff to voluntarily self-disclose vaccine status to the appropriate entity within County Children and Youth Agencies (CCYAs). Voce Human Resources is available to employees to discuss medical and/or religious exemptions related to Covid-19 mandates and acts as the intermediary for those exemptions. Voce is committed to maintaining Protected Health Information (PHI) confidentially for all employees regardless of work place assignment.

Voce staff have received notice of vaccine/exemption/testing mandates from several CCYAs. Some CCYAs have inquired about vaccine status or religious/medical exemptions for SWAN LSI Paralegals to enhance Covid-19 safety within county office buildings. SWAN LSI Division Managers have worked collaboratively and successfully with counties who recognize Voce's role as a contractor, solely responsible for employment requirements of the paralegals.

Since August, Voce has been addressing a vaccine mandate in one county which requires Covid-19 vaccination or documented medical or religious exemption for contracted employees. The situation has resolved for existing SWAN LSIPs (3 of 7) assigned to this county. However, conflicting vaccine requirements may impact the recruitment process and sustainability of the LSI Program for this county.

Refinement/Outcomes:

SWAN Legal Services Initiative (SWAN LSI) Activities Increase to Pre-Pandemic Levels:

SWAN LSI continues to address barriers within the legal process and focus on ways to expedite permanency for children in Pennsylvania. SWAN LSI paralegals impact the cases of children at all stages of their permanency journey. They work steadfastly with CCYAs to provide diligent search services throughout a child's case. When reunification is not an option, SWAN LSI paralegals assist with both terminations of parental rights (TPRs) and adoption finalizations. While each child's goals and journey to permanency is different, diligent search and completion of legal documents are crucial to achieving permanency.

SWAN LSI has seen activity levels return to pre-pandemic levels, following a pandemic-related initial reduction in activity levels. During the 4th quarter of 2020-2021 (April – June 2021), SWAN LSI paralegals conducted 5,144 diligent search activities on behalf of 3,290 children. Additionally, SWAN LSI paralegals prepared 8,881 legal documents for juvenile court proceedings including but not limited to dependency, permanency review, modification of placement, and termination of court supervision.

In the same time period, SWAN LSI paralegals assisted with the TPR paperwork for 913 children and youth. This included documents for both voluntary and involuntary TPR petitions and related documents. Additionally, SWAN LSI paralegals provided support to the finalization process for 210 children and youth in counties across Pennsylvania.

Attachment E(a) provides key updated SWAN LSI quarterly data.

County Process Analysis (CPA) and Program Evaluation

SWAN LSI Coordinators updated the County Process Analysis (CPA) for each county in October 2021. Data collected through the CPA is analyzed to capture the depth of LSI program involvement county-to-county and explore any correlation with permanency outcomes. This information will continue to be used for program evaluation, assessing the impact of coordinator technical assistance and to the collaborative work with county agencies in conjunction with county strategic plans.

FY 21–22 Memorandum of Understanding (MOU)

SWAN LSICs have been working with CCYAs on execution of the FY 21–22 MOU since June 2021. The MOU is an agreement between Diakon/Voce and CCYAs for the implementation of the SWAN LSI Program which delineates roles and responsibilities of all parties.

As of November 3rd, 61 of 67 (91%) of the county MOUs have been received at the Harrisburg Office. The LSI Program Director, LSIDM and LSIC are resolving unique requests of the remaining counties and anticipate the MOU process will be complete in coming weeks.

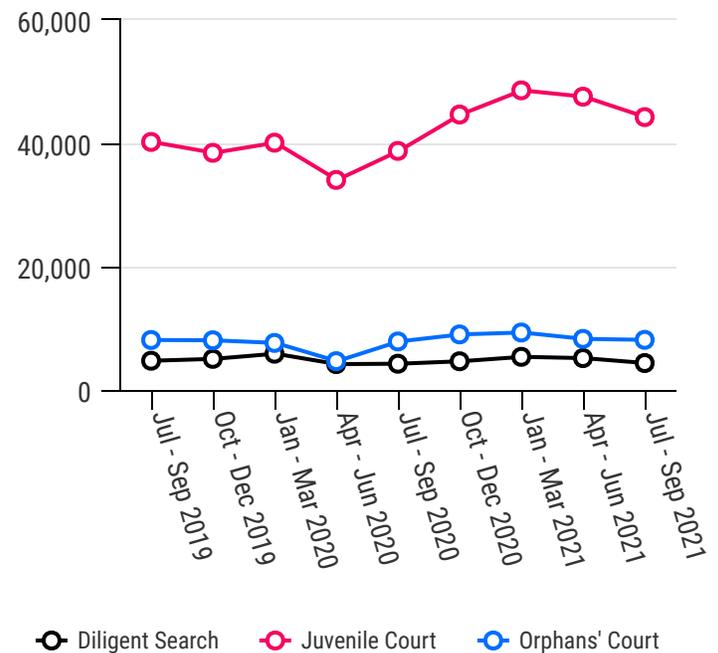
SWAN LSI Paralegal Involvement

July 2019 - September 2021

Quarterly LSI Activities

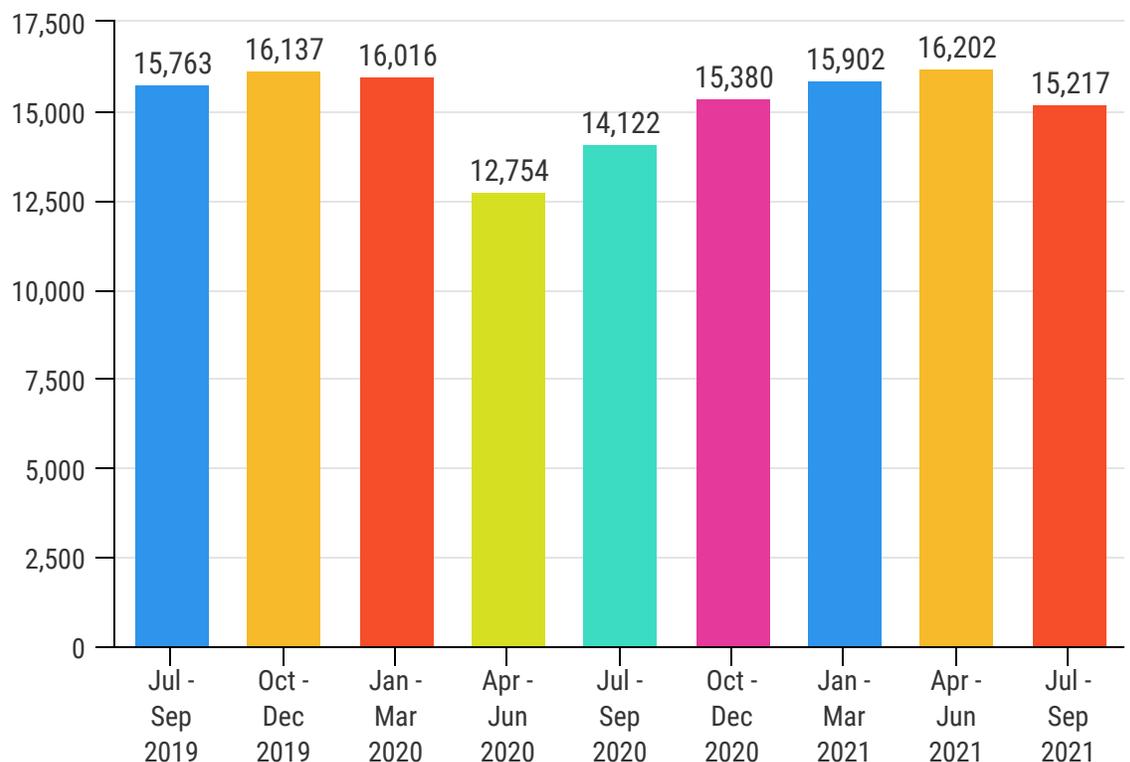
Total number of Activities completed by SWAN LSI Paralegals per category
(Diligent Search, Juvenile Court, Orphans' Court)

	Diligent Search	Juvenile Court	Orphans' Court
Jul - Sep 2019	4,735	40,229	8,104
Oct - Dec 2019	5,039	38,464	8,050
Jan - Mar 2020	5,877	40,106	7,627
Apr - Jun 2020	4,189	34,069	4,668
Jul - Sep 2020	4,252	38,772	7,864
Oct - Dec 2020	4,649	44,675	9,006
Jan - Mar 2021	5,369	48,599	9,314
Apr - Jun 2021	5,160	47,572	8,279
Jul - Sep 2021	4,360	44,258	8,126



Children with LSI Activity

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



Voce Program Report

November 8, 2021

Prepared by Jessica Castle, Program Development Director, on November 8, 2021

Scheduled Program Committee meeting canceled

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

Training for Adoption Competency: We just completed our second cohort of TAC. Our second cohort began on May 27th and was held virtually via Zoom. We are very pleased with the successful completion of Cohort 2 and are beginning to promote Cohort 3 scheduled to begin in early January. The next cohort will also be held virtually. We have \$2K in scholarships available through a grant we secured with RBC. We also submitted a proposal to DHS for scholarships. The proposal has been rejected by DHS.

PS-R: We have completed our PS-R training to IL workers at Westmoreland County. This fulfills our grant obligations to the Westmoreland Community Foundation. We have submitted a grant application to Member's First which will allow us to offer regional trainings in Southcentral PA.

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, due to ongoing concerns with COVID. It will still be held at the Wyndham Lancaster Resort and Conference Center. We have renegotiated our contract.

FPaC's Vision: Leveraging the collective wisdom of our partners, the Forum on Pennsylvania's Children, provides an opportunity for our community leaders to forge collaborations, build new

skills, and to make connections to fuel their community-changing work on behalf of children and families.

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

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

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

Training: The Program Development team and the Training Leadership Council 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. Work is continuing towards completing the Racial Equity series, which consists of 5 training offerings. We have delivered REI training to PA CASA and are in discussions to offer another training from the series. We will also be delivering three legal workshops to the PA Children's Advocacy Center. The Program department continues to work with Training and Conferencing to develop and design the LMS.

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

Next Program Committee meeting TBD.

Training Report

August 1, 2021- November 1, 2021

Prepared by Rachel Meaker, Training Director, on November 4, 2021. This represents the scope and variety of work the Training Division delivers both for the SWAN contract and for FDR.

Training Director (Rachel Meaker)

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

Conferencing (Beth Duzey, Conferencing Manager; Ina Wertz Conference Coordinator and Amanda Washington Conference Planner)

- Hired Amanda Washington into the Conference Planner position.
- Prepared and executed all logistics for the 2021 Fall Quarterly meetings. First in-person meetings since COVID19 outbreak.
 - Worked on logistics for first time: Hybrid meeting in Monroeville: In-Person, Zoom for participants
- Received names for keynote speaker and presenters for the 2022 SWAN/IL Winter Statewide meeting
- Began working on details for Child/Teen care program at the Permanency Conference in 2022.
- The call for proposals has been sent to the Network and the selection of proposals for the 30th Annual PA Permanency Committee will take place on Nov. 17th

Training Specialists (Dawn Lewis and Deb Gadsden)

- Deb and Dawn delivered their first virtual version of the Training of Trainers session with 11 employees. There were a few adjustments that needed to be made to the virtual Day One content and the in-person Day Two.
- During July, August, September and October, Deb and her team delivered the first workshop in the Conversations on Race, Equity and Inclusion series titled, "Being Color Brave and Culturally Humble". There were seven sessions in all to allow the 350+ staff to find times that meshed with their schedules. This comprehensive training plan for delivering social and racial justice training to staff will be duplicated in late January, February, March, and April to deliver the next session in the six-part series. The team will meet on 10-29-2021 to work out these details.
- The team also delivered a fee-for-service training to PA CASA on Racial Disparity, Implicit Bias and White Privilege in a two-day, three-hour each day session. The delivery was well received, and they have indicated they are interested in training more staff.
- Deb has been retained to complete a three-part, two-hour each training for PA Council for Children, Youth and Families in January, March, and June of 2022 on the topic of Being Color Brave and Culturally Humble.
- 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 continues to work with the Child Welfare League of America on their Equity Committee. She has also been asked to be the non-Board volunteer to co-chair the Membership Committee of their board beginning in October.
- Deb has been voted by her peers to be one of the co-chairs of the Voce DEI Strategic Council. She and Heather Britton will work with the leadership team, the council, and staff to create a culture of diversity, equity, and inclusion to the organization.
- Dawn and Rachel are in the process of implementing Management training for the staff through Biz Library. Courses are being transferred to the LMS and a protocol is being developed.
- Dawn is working on LMS development.

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

- The Legal Training Division continues to support TA Collaborative partners, to the extent possible remotely, as follows: participation in the Central, Southeast and Southwest TA Collaboration Meetings; PCYA, by presenting legal updates and ethics trainings at the PCYA Quarterly meeting; Participation in Adoption Days, Children’s Roundtables, and Casey Permanency Roundtable Projects (PRTs); and the Pennsylvania Child Welfare Council by membership on the safety committee.
- The Legal Training Specialists continue to support county staff through delivery of various virtual legal trainings, including “Adoption or Permanent Legal Custodianship: Making the Choice”, “Beyond the Bond”, “A Child’s Journey Through Foster Care”, and “What About Dad?”. In addition, the Legal Training Specialists were able to deliver one in-person session of “Conquering the Courtroom” for county staff.
- The Legal Training Specialists continued offering “Statewide” trainings to support the network. Trainings offered include “The Purple Unicorn”, “Pathways to Permanency”, and “To Affinity and Beyond”.
- Ten days of Child Welfare Legal Overview, formerly known as Paralegal New Hire Legal Training, were conducted virtually.
- The Legal Training Specialists continue to support paralegal staff through Warmline responses and participation in virtual LSI POD meetings.
- The Legal Training Specialists continue to support other staff training efforts through participation on the Workplace Bullying Workgroup, the Racial Diversity Taskforce, and the Diversity, Equity & Inclusion (DEI) Strategic Council.
- Legal trainer, Shawn Sangster, co-trained multiple sessions of “Being Color Brave and Culturally Humble”, a workshop in the Conversations on Race, Equity, and Inclusion Series being offered virtually to all staff, in addition to the “Racial Disparity, Inherent Bias & White Privilege” training for the Pennsylvania CASA program.
- Legal trainer, Rachel Thiessen, educated foster youth about the differences between Adoption and PLC at the Youth Advisory Board Youth Retreat.
- Legal trainer, Alyssa Holstay, presented the “Exploring Educational Issues Impacting Youth in Care” training at the virtual “Paving the Way to Educational Success” Conference.
- Legal Training Specialists presented “When Families Come to the Table” and “It’s All Relative” for each of the in-person 2021 SWAN/IL Fall Quarterly meetings.
- The Legal Training Specialists continue to draft the monthly legal reports, annual Legislative Highlights, and other communications keeping our staff and larger network abreast of the many legal developments at the court, legislative, rules, and guidance level in the last quarter.

Adoption Legal Services Project (ALSP)

- The staff at ALSP has continued to work remotely since March 2020 including conducting all hearings, mediations, and adoptions via Microsoft Teams and / or ZOOM. Allegheny County continues to operate court remotely.

- For this reporting period ALSP had 18 “show up” Termination of Parental Rights petitions heard, 10 petitions were granted the day of the show up hearing, and 8 were set for contested trials. ALSP had 13 contested TPR trials that were held in the reporting period and all 13 TPRs petitions were granted by the court. Between the “show up” TPRs and the contested trials a total of 23 children were freed for adoption in the reporting period.
- In the reporting period ALSP has had 14 Act 101 post adoption contact agreement (PACA) referrals. In the reporting period there was one formal agreement that was approved by the court and another informal agreement.
- During the reporting period, ALSP had 12 children adopted.
- ALSP Manager conducted a Pro Bono week training for attorneys at Pittsburgh based PNC bank regarding our upcoming National Adoption Day event on 11/20 for potential volunteer attorneys.
- ALSP Manager continues working with the Allegheny County Roundtable’s Court Relations Work Group and has chaired the Sub Committee on TPR scheduling.
- ALSP Manager co-trained multiple sessions of “Being Color Brave and Culturally Humble”, a workshop in the Conversations on Race, Equity, and Inclusion Series being offered virtually to all staff.
- ALSP continues to participate in the Allegheny County Attorney Systems meetings now held once a month.
- A Western PA PACA Providers Group met for a virtual meeting in September to discuss issues related to Post Adoption Contact Agreement practice throughout agencies, counties, and SWAN affiliates in Western PA. The meeting was made available statewide and attracted nearly 100 participants.
- ALSP hired former County Solicitor Kristen Hunsicker as the new ALSP staff attorney. Attorney Hunsicker started on October 25th and will be handling contested Termination of Parental Right cases for Allegheny County.

Communications Report

Prepared by Fawn Davies, Communications Director, on November 8, 2021

Communications Report for the Period Covering August 2021 to November 2021

- **STAFFING** – The position of SWAN Technical Assistant, filled by Hannah Carroll for the past three years, has expanded and changed to Communications Specialist. The Communications Specialist role addresses the prime contract and Voce’s needs for broader support for all communication channels, aligns with the Communications Director role, and provides greater flexibility and modest capacity for non-contract Voce communications activities.
- **COVID-19** – Internal communications provided via *In The Loop* as needed. Very little global messaging was developed during this quarter as HR has been responding to unique situations affecting individuals working in county offices. As of November 8, the Leadership Team is developing a response and corresponding messaging to staff on the *Department of Labor/OSHA COVID-19 Emergency Temporary Standard for Private Sector Employees* for which Voce and its employees are subject and requires vaccination/weekly testing.
- **BRANDING** – Ongoing efforts related to branding, focused on increasing brand presence:
 - **Branding 2.0** – In collaboration with Rick Azzaro and Jessica Castle executing a strategic framework and tactics to elevate the Voce brand externally through advocacy, fund development, program, thought leadership, developing relationships and presence.
 - Inclusive of the fund development work with DACA
 - Current activities include developing a Case Statement, promotion of Amazon Smile, working with the Leadership Team to gather head shots and set up LinkedIn accounts, working with the Leadership Team to develop Voices (website) articles, updating building signage, opening the Voce store, producing a Voce overview brochure, and creating an editorial calendar for website and social media.
 - **Voce Solutions** – We have engaged PRworks to develop messaging for our technology subsidiary, Voce Solutions. Messaging is in keeping with Voce’s brand while expanding on characteristics and objectives that are unique to Voce Solutions. The Voce overview brochure and key messaging document are inclusive of Voce and Voce Solutions.
 - **Voce and SWAN** – Still working with our partner, Diakon, and OCYF to exchange FDR name/logo with Voce name/logo on all systems and communications and replace references to Diakon/FDR partnership with “SWAN prime contractor.”
 - **Branding Phase 4: Evaluation** – Under consideration.
- **Voce PROGRAM DEVELOPMENT** – The Communications Division is supporting program development activities, including the Forum for Pennsylvania’s Children, Training for Adoption Competency and LinkingLives. Communications has provided support to grant applications, including the RK Mellon Foundation and the American Legion.
- **RESOURCE DEVELOPMENT: GIVING TUESDAY** – Communications is leading efforts to coordinate a Giving Tuesday fundraising campaign. Giving Tuesday is a national day of giving traditionally held the Tuesday following Thanksgiving (November 30, 2021) to kick off the holiday and end-of-

year giving season. The campaign uses social media and email primarily to reach potential donors. Goals for this first-year campaign are to engage board members and staff in promoting Voce's mission, increasing our following on social media channels, and meeting a modest fundraising goal of \$5,000. More information will be shared with the board in email and in a special presentation at the board meeting on November 18.

- **SWAN COMMUNICATION** – News of interest from the SWAN prime contract, OCYF, and the Independent Living program is provided quarterly in the *Administrative Update*. The Fall 2021 issue of the *Administrative Update* can be found at: [Fall 2021 Admin Update - Final.pdf \(diakon-swan.org\)](#).

Communications continues to assist DHS/OCYF with social media posts for the SWAN Facebook page. **National Adoption Month** is a focus for November and provides an opportunity to showcase stories of families and advocates recognized at the PA Permanency Conference held in June, as well as awareness and matching events being held throughout the network.

- **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 mrizzybell@gmail.com.



471 JPL Wick Drive, Harrisburg, PA 17111

Full Name of the Organization: Voce
EIN Number: 25-1839211
Mailing Address: 471 JPL Wick Drive
Harrisburg, PA 17111
Contact Person/Title: Rick Azzaro, DSW, LCSW
Executive Director
Contact Telephone Number: 717.901.4355
Website: www.vocetogether.org
Organizational Type: 501(c)3 Nonprofit Organization
Length of Operations: 22 years
Number of Paid Staff: 385

SUMMARY OF THE ORGANIZATION’S HISTORY, GOALS, PRESENTED BENEFITS, AND PROGRAM SERVICES PROVIDED:

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 lasting positive change in people’s lives.

GOALS:

- Advocate – Use our voice and our expertise internally and externally to support practice and services
- Grow and develop programs – Identify community needs, develop targeted solutions, diversify funding streams and market sustainable programs leveraging expertise
- Promote expertise – Position Voce as an expert, thought leader, and resource on concerns and practice trends related to our expertise.
- Cultivate relationships – Build a community of support for the Voce mission.

- Enhance brand presence – Maximize communications tools and channels to promote mission, programs and brand to the community of support.

VOCE'S LEADERSHIP

The Voce leadership team is comprised of interdisciplinary professionals who bring substantial expertise to their role.

Rick Azzaro, Executive Director, has over 30 years of practice and administrative experience serving victims of family violence. Dr. Azzaro has provided clinical and administrative leadership to a variety of non-profit human service settings including residential treatment for children, therapeutic foster care, in-patient adolescent diagnostic center, special education high school for inner-city boys, domestic violence shelter, sexual assault center and the Pennsylvania Statewide Adoption and Permanency Network (SWAN).

Dr. Azzaro is licensed to practice clinical social work in Maryland and Pennsylvania. He completed his Doctorate in Clinical Social Work at the University of Pennsylvania and is a member of the Board of Directors for the Child Welfare League of America. Dr. Azzaro was a part-time faculty member in the Behavioral Sciences Department at York College (PA) and is a national trainer on trauma male sexual abuse, family violence and child welfare.

Additional members of the Leadership Team include:

- Jessica Castle, Program Development Director
- Judi Damiano, SWAN Program Administrator
- Fawn Davies, Communications Director
- Melissa Eller, Program Director, Technical Assistance
- Devin Knaub, Finance and Business Operations Director
- Stephanie Mannering, Program Director, SWAN Legal Services Initiative
- Rachel Meaker, Training Director
- Belinda Muschar, Program Director, SWAN Legal Services Initiative

COMMUNITY PROGRAMMING/SERVICES:

Voce, which means voice, is a change agent. We use our voice, and empower others to use theirs, to create positive, lasting change in people's lives. We use our voice because we believe every person should belong and be empowered to thrive. Our agency began by pioneering a model that is nationally recognized for expediting adoptions and supporting families. Now we provide consultation and training to agencies throughout the country in the areas of trauma and loss, adoption and permanency, diversity and inclusion, and individual and family well-being.

NEEDS AND TRENDS:

Psychological trauma and violence are pervasive in our homes and communities. Violence and trauma in our communities can take various forms including, family violence and community violence. Research shows that trauma can manifest in impairments to personal functioning,

interpersonal relationships, mental health, and physical health. Voce is committed to creating positive, lasting change in people's lives.

Over the past 25 years, the human services sector has increased its understanding of the impact of, and response to, trauma. In 2020, Pennsylvania made a commitment to become a trauma-informed state. This initiative recognizes that multiple human servicing systems are best positioned to assist and respond to individuals and communities through a trauma-informed lens. Addressing trauma is at the core of Voce's vision and mission.

For over 20 years, Voce has actively addressed the needs of child victims of abuse and neglect. Children and youth in Pennsylvania, who enter the foster care system when it is determined their caretaker(s) cannot keep them safe or adequately care for them, are at increased need of services from the foster care system. Abuse and neglect reports are rising, and the child welfare system is ill-equipped to manage the referrals. Astonishingly, in 2016 alone, over 58,000 phone calls to report abuse and neglect went unanswered by the state's child abuse hotline. The number of children entering foster care in Pennsylvania has risen by 26% from 2013 to 2017 and child abuse and neglect reports have risen by 66% from 2012 to 2014. Now, more than ever, Pennsylvania's children need us.

In 2019, Pennsylvania's Auditor General released the "State of the Child" special report, which examined the state's complex child welfare system. The report, as it did in 2017, identified a series of problems plaguing the beleaguered child welfare system. The Auditor General stated, "the time is now to fix Pennsylvania's broken child welfare system." Without community support, innocent children will continue to experience trauma and death resulting from neglect and abuse.

The federal Family First Prevention Services Act of 2018 aims to prevent children from coming into care by funding preventive services including mental health, substance abuse treatment and parenting skills training. It also seeks to improve the well-being of children already in foster by incentivizing states to reduce placement of children in congregate care.

Voce believes that individuals experiencing trauma and loss need help to heal and recover, that every child deserves a safe, permanent home, that families need supports and services to thrive, that championing diversity, equity and inclusion will foster an inclusive society for all.

HOW VOCE WILL ADDRESS THESE NEEDS:

Voce has served children and families since its beginning in 1999. As a partner in Pennsylvania's Statewide Adoption and Permanency Network (SWAN) prime contract, Voce administers the contract's programs and services and is regarded as the state's permanency expert. Direct services are provided by over 80 affiliate private provider agencies for whom Voce supports with training and technical assistance. Notably, Voce was instrumental in developing the SWAN Legal Service Initiative whereby paralegals are placed in all 67 county child welfare agencies to perform identify and resolve legal barriers to permanency. In 2019, our contributions led to a record number of children adopted from the foster care system.

In addition to our work within the SWAN contract, we are a leading statewide training and consulting organization for professionals interacting with and operating in the child welfare system.

Voce's unique experience as a connector between a state human services department and direct service providers has inspired the agency to develop new technologies to benefit children and families service by human services professionals nationwide.

Voce Solutions, a subsidiary of Voce, for example has developed the groundbreaking LinkingLives. This platform is used to help agencies connect foster children with kin quickly and easily using family-finding technology created by, and for, human services professionals.

Offered a Software-as-a-Service (SaaS), the platform aspires to enhance permanency services for tens of thousands of foster children throughout the United States.

VOCE'S ORGANIZATIONAL RESOURCES:

Using our vast field experience and expertise, Voce has a proven track record of developing programs and structures to meet the needs of our service populations. We are leading experts in the areas of Trauma & Loss, Adoption & Permanency, Diversity, Equity & Inclusion and Individual & Family Well-Being.

We are based in Pennsylvania's state capitol, Harrisburg, in proximity to state-wide decision-makers. We are committed to Pennsylvania's population and provide services in all 67 counties. We intend to broaden our impact by expanding our reach to other states.

Voce has the bandwidth to develop, launch and evaluate new programs through a dedicated program development team, communications team, research and quality assurance team, statewide leadership structure and broad network of collaborators.

HOW DOES VOCE'S TRACK RECORD AND POSITION HELP TO ADDRESS THE PROBLEMS?

Voce is committed to efficacy and innovation. We understand that our funders and constituents expect and deserve effective services that are of the highest quality. We employ evaluation in all aspects of our work. Our Research and Quality Assurance (RQA) team continuously evaluates all our services. Below are some of our outcomes.

Permanency:

As of May 2020, since SWAN inception in 1992, we have had a total of 51,149 adoptions from Pennsylvania's foster care system. We surpassed our single year record of 2,578 (2018) in 2019 with a new record of 2,722. In federal fiscal year 19-20 (October 1, 2019 – September 30, 2020), during COVID, 2,050 children were adopted.

Voce believes that children thrive with permanency. Permanency means family. Permanency is an unconditional, life-long relationship with an adult or adults who parent and provide

belonging and status for the child. Permanency can mean reunification with the child's first family, adoption, or permanency legal custodianship.

Trauma and Loss:

Trauma comes in many forms, but almost always has this universal effect: it unsettles the survivor physiologically and emotionally until the person receives help.

On the leading edge of evidence-based intervention programs, Voce provides training and best practices to social workers and other professionals that helps individuals heal and recover.

Diversity, Equity, and Inclusion:

Recognizing and valuing all races, ethnicities, religions, genders, sexual orientations, ages, disabilities, and experiences is integral to the practice of social work and other human services disciplines.

We guide professionals in championing diversity and equity to foster an inclusive society, with particular attention to the needs of people who are vulnerable, marginalized or oppressed. Voce has developed a DEI Steering Council to look, both internally and externally, at ways to advance DEI efforts.

Voce has developed DEI training for staff and other providers such as CASA (Court Appointed Special Advocates).

Individual and Family Well-being:

A state of well-being is one in which a person or family can cope with the stresses of life, go about their day productively, enjoy healthy relationships and realize their potential.

An innovator of prevention and intervention programs, we train social workers and other human services professionals in best practices that help children and families thrive.

VOCE WILL PROVIDE ACCOUNTABILITY AND/OR EVALUATION OF OUR EFFORTS THROUGH THE FOLLOWING:

Voce applies Outcome-Based Management (OBM) principles in all of its programs. The full staff and workforce is trained and involved in the process of evaluating a program's efficacy and compiling outcome data for each program. Logic models are the basis for implementation, evaluation and refinement of the programs.

VOCE'S PLAN TO ENSURE SUCCESS BEYOND ANY FUNDING RECEIVED

Voce is committed to developing sustainable and effective programs. We recognize that any quality program requires resources, expertise, and operational leadership. We incorporate sound business practices to identify and secure reliable funding streams. We accomplish this through a model that seeks diversified funding streams, included but not limited to, fee-for-

service programs, grants, corporate and individual donations, tax credit programs, board and staff giving, in-kind support and collaboration. By maintaining proper records for these various forms of funding, Voce will be able to track which revenue streams are the best for each program.

HOW DOES VOCE'S MISSION ALIGN WITH NAME OF FUNDING ORGANIZATION (insert specific funder name/org here. Tailor made for each funding organization and would include specific kind of program being funded)

Voce believes in the human potential. We aspire toward a society where every person belongs and is empowered to thrive. In order to cultivate lasting positive change in people's lives and strengthen our communities, we *know* it takes the commitment and collaboration of the larger community. We seek to build mutually beneficial relationships with partners who can join our mission and provide resources and expertise to assist us to help those we serve. We need you and invite you to join our cause.

HOW WILL VOCE FUND, IF AT ALL, THE PROGRAM IF FUNDING IS NOT GRANTED

Voce requires the generous support of our community to develop and implement programs to help individuals and families. Our approach is to enlist a diversity of support so that meeting the needs of our constituents is achieved by many helping hands.

We invite NAME OF FUNDER HERE to join Voce in this endeavor (program or component) and respectfully ask for a gift of \$ _____ (amount tailored to each request).

Thank you for adding your voice to ours.

NOTES:

The specific program/endeavor will have a whole segment devoted to that program/endeavor, most likely at the beginning after the Vision/Mission info. Then the statement will progress into the separate categories as noted.

VOCE

Key Messaging Rev. November 1, 2021

Elevator Pitch (88 words)

Voce, which means voice, is a change agent. We use our voice, and empower others to use theirs, to create positive, lasting change in people's lives. We use our voice because we believe *every* person should belong and be empowered to thrive. Our agency began by pioneering a model that is nationally recognized for expediting adoptions and supporting families. Now we provide consultation and training to agencies throughout the country in the areas of trauma and loss, adoption and permanency, diversity and inclusion, and individual and family well-being.

Brand Promise

What does possibility sound like?

Possibility sounds like

*If everyone were made to feel like they belong
If those who are pushed down were lifted up
If people suffering were fully supported
If all of us were empowered to thrive*

Possibility sounds like

*Hope and healing
Family and community
Positive, lasting change*

Possibility sounds like

*Your voice
And our voice*

*Advocating
Problem solving
Empowering
Inspiring*

Together

Let's Make It Possible

Voce is a Pioneer Advocate for Adoption and Permanency

In 1999, a small group of social work professionals gathered to re-envision a model for adoption and permanency services. The group became a non-profit agency. The model became a new approach to achieving permanency for children in foster care.

Voce is that agency – and the model Voce pioneered is the heart of Pennsylvania’s landmark Statewide Adoption and Permanency Network (SWAN).

With its partner Diakon, Voce has co-administered the SWAN program since 2000 for the Pennsylvania Department of Human Services. The program is nationally recognized for expediting adoptions and supporting families.

Building on that legacy, today Voce provides consultation and training to agencies throughout the country in the areas of trauma and loss, adoption and permanency, diversity and inclusion, and individual and family well-being.

Voce is a Change Agent with Multidisciplinary Expertise

With more than 20 years of experience in the child welfare field, Voce has a distinctly deep and wide view of the child welfare system – and broad knowledge in the areas of trauma and loss, adoption and permanency, diversity and inclusion, and individual and family well-being.

At a macro-level, the agency employs its unique perspective to help agencies break down silos, build up communication and cultivate collaboration across disciplines. At a micro-level, it applies its multidisciplinary expertise to guide, train and assist professionals in all facets of the system.

At every point in between, Voce identifies and solves problems, with an unwavering focus on creating positive, lasting change for children and families.

Voce is an Agency That Guides Other Agencies to Adapt

Human services is a dynamic field impacted by changes in society, public policy, law, regulations, the justice system, economics, healthcare and more.

For many agencies, adapting to change is daunting, especially when that change calls for overhauls to programs, policies, procedures, staffing or technology.

Recognized for its formative work as a child-welfare change agent, Voce is uniquely equipped to guide other agencies to adapt.

On the forefront of evidence-based prevention programs, Voce provides agencies with strategies and expertise to proactively keep families safely together.

On the leading edge of evidence-based intervention programs, Voce trains social workers and other professionals in best practices that help children and families overcome challenges.

Voce is a Technology Innovator in Human Services

Voce's unique experience as a connector between a state human services department and direct service providers has inspired the agency to develop new technologies to benefit children and families served by human services professionals nationwide.

As human services professionals ourselves, we understand the heavy demands on child welfare agencies that are often understaffed and underfunded. We also believe in the power of technology to transform time-consuming practices by creating efficiencies, streamlining processes, and improving agency record-keeping and communications.

Voce Solutions, a Voce subsidiary, is an innovator in the human services field that is leveraging technology to cost-effectively change agency practices for the better. Voce Solutions' groundbreaking LinkingLives platform, for example, helps agencies connect foster children with kin quickly and easily using family-finding and family-engagement technology created *by* human services professionals *for* human services professionals.

Voce's Learning Management System and customizable curricula conveniently deliver training to agencies and professionals wherever they are, in-person or online.

Voce also consults with child welfare agencies and organizations that wish to invest in their own specialized technology to improve their processes, collaboration and outcomes.

Voce has State-Level Roots and National Reach

Voce was founded in Pennsylvania's Capital Region, but its voice for positive change for children and families carries far beyond Pennsylvania's borders.

As a change agent, Voce delivers specialized knowledge, expertise and assistance to public and private organizations remotely and in-person throughout the country. As an advocate, Voce uses its voice, and empowers others to use theirs, to create positive, lasting change in people's lives.

Voce is a member of the Adoption Exchange Association, Child Welfare League of America, North American Council on Adoptable Children, and Youth Collaboratory.

Voce is Recognized for Excellence in the Field

- *(Experience)* For more than 20 years, Voce has partnered with public and private agencies to deliver the services of Pennsylvania's nationally recognized adoption and permanency network.
- *(Prominence)* Voce is one of the largest providers of training and technical assistance to the child welfare community in Pennsylvania.
- *(Distinction)* Voce is one of only four licensed Training for Adoption Competency sites in the Northeast and one of 17 nationwide.

Voce is Funded by Grants, Donations and Fee-for-Service

Voce is a non-profit 501(c)(3) organization. The agency's work is funded by fee-for-service engagements, public and private grants, and the generosity of individual and corporate donations.



Key Messaging November 1, 2021

Elevator Pitch (79 words)

Voce, which means voice, is a change agent. We use our voice, and empower others to use theirs, to create positive, lasting change in people's lives. Our agency provides consultation and training to agencies throughout the country in the areas of trauma and loss, adoption and permanency, diversity and inclusion, and individual and family well-being. Voce Solutions, a Voce subsidiary, builds on our mission by developing new technologies to benefit children and families served by human services professionals nationwide.

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Offered as Software as a Service (SaaS), the platform aspires to enhance permanency services for tens of thousands of foster children throughout the United States.

Addressing a Problem with Severe Consequences for Children and Youth

Thousands of children are removed from their homes each year by child welfare agencies that are tasked with ensuring their safety and well-being. In fact, on any given day, over 400,000 children are served by the child welfare system in the United States.

Federal law requires that child welfare agencies prioritize placing children in the care of kin as quickly as possible, and mandates that agencies conduct family-finding searches to facilitate that process. However, agencies are often unable to locate and qualify kin due to a lack of time and resources. Labor-intensive current methods include mining of physical files and online databases; scouring public records and websites; and conducting individual one-on-one interviews. Children suffer the consequences.

Many children who enter the child welfare system are already suffering from complicated physical, mental, developmental or attachment problems due to trauma or neglect. The longer it takes to place a child in a safe, supportive, loving and permanent home with a relative they know and trust, the worse these problems can become.

Additionally, over 23,000 youth age out of the child welfare system annually in the United States. Many find themselves living alone without the support, guidance and resources of a caring family member or relative. Consequently, they are more likely to experience homelessness or unemployment, or become parents themselves before they are ready.

(Source: [51 Useful Aging Out of Foster Care Statistics | Social Race Media | NFYI](#))

LinkingLives: A Family-Finding Platform to Connect Foster Children with Kin

LinkingLives, developed by Voce Solutions, helps agencies connect foster children with kin quickly and easily using family-finding technology created *by* human services professionals *for* human services professionals.

The benefits of LinkingLives for child welfare agencies:

- Makes the family-finding search process easier and faster
- Enables child welfare professionals to make more informed permanency decisions
- Simplifies family engagement with built-in communications tools including email, text and mail
- Provides agencies with the ability to track and report on family-finding outcomes
- Allows agencies to scale the platform to their need thanks to a flexible subscription model
- Helps to ensure that every foster child is connected with a safe, stable and supportive home

The benefits of LinkingLives for children and youth:

- Permanent home with kin leads to improved developmental and behavioral outcomes
- Improved ability to create and maintain healthy, secure relationship attachments
- Increased chance of developing and maintaining life-long sibling relationships
- Greater likelihood of retaining a valuable sense of cultural and community identity
- Higher probability of successful independence after transitioning to life as an adult

Investors and Partnerships are Bringing LinkingLives to Life

Voce Solutions' LinkingLives platform is designed and in beta testing.

JusticeWorks, a family services provider with a presence in over 100 counties in five states (Colorado, Maryland, Ohio, Pennsylvania and South Carolina), is working with Voce Solutions to pilot the LinkingLives platform in four Pennsylvania counties.

Weblight Development, a Pittsburgh-based software developer, is the architect of LinkingLives and is continuing to partner with Voce Solutions during the beta-testing phase.

A full-scale, fully-tested software product is expected to be available to child welfare agencies and private providers nationally by subscription in early 2023.

Voce is a non-profit 501(c)(3) organization. Voce will reinvest revenue generated by LinkingLives into its non-profit organization to continue to aggressively address the ever-changing needs of human services professionals and the families they support.