



(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 Annual Meeting  
May 20, 2021 – via ZOOM  
Agenda**

*Board Demonstration: LinkingLives Software – Andrew Stewart, WebLight Development and Shelly Castillo, Voce Program Specialist*

- I. Opening Comments & Welcome / Anticipated Action: collect volunteer hours: Rick A.
- II. Election of Officers / Anticipated Action: vote
- III. Voce February Meeting Minutes / Anticipated Action: accept or revise - Rick T.
- IV. Executive Summary – Executive Director: Rick A.
- V. Committee Reports – Committee Chair
  - a. Executive and Governance – No report
  - b. Finance and Operations
    - i. Financial Statements, Attachment A-5.20.21
    - ii. Operations Updates, Attachment B-5.20.21
    - iii. Conflict of Interest Form (separate document)
  - c. Program
    - i. SWAN/TA, Attachment C-5.20.21
    - ii. SWAN/LSI, Attachment D-5.20.21
    - iii. Voce Program, Attachment E-5.20.21
    - iv. Training, Attachment F-5.20.21
  - d. Resource Development – No report
  - e. Communications, Attachment G-5.20.21
  - f. Employee Engagement – No report

VI. Ongoing Business

- a. By-laws Revisions: Rick T.
- b. Board Recruitment: Rick A. & Rick T.
- c. Fund Development: Rick A.
- d. Strategic Planning: Rick A.

VII. New Business

- a. Diversity, Equity, and Inclusion (DEI): Rick A.
- b. Voce Solutions, LLC: LinkingLives Update: Rick A.
- c. Voce Budget Approval: Rick A. & Rick T.
- d. Board Resources (Board Manual, Board Portal, ED Communications, In The Loop): Rick A.

VIII. Next Meeting Date: August 19, 2021 – In Person or Virtual?

IX. Adjourn Meeting



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## **Voce Quarterly Board Meeting February 25, 2021 – Held Via Zoom**

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

Rick welcomed everyone to the inaugural board meeting under the Voce brand and thanked all those involved in the rebranding. This is groundbreaking for Voce.

Kelly Myers from the Pennsylvania Adoption Exchange presented two mission moments: one is Angel, and one is Zymir. Fawn shared about Noah's adoption.

### **I. Opening Comments and Welcome**

Rick T. collected volunteer hours verbally.

### **II. Hamilton & Musser, PC: Presentation of Financial Audit 6/30/20**

Jim Krimmel walked through the audit and shared highlights. The entire audit, both reports, are clean. Internal controls report is related to SWAN contract.

Regarding change in net assets, Jim said they like to see revenue outweigh expenses; however, there is a negative change for two consecutive years. Jim says it is something to be careful about.

The Statement of Cash Flow shows cash in versus cash out, midway down the report, cash used by operating activities (day-to-day expenses). As of June 30, 2020, this shows a negative cash flow. We do not want to drain our reserves. The cash flow is getting tight, which is something to be watchful of and cautious.

What is an appropriate reserve for an organization of our size? The approach tends to be every dollar is used for the mission. According to Jim, we do not want a slight change in operations to cause us to be tight or not have the cash/liquidity to run the organization. The source of income through the grant is quite stable, but a little more wiggle room would be better. We need to look at sources of cash flow outside of the grant; it is a very good thing to be looking into, so we can get outside of being dependent on the grant, for one, and to be able to develop programs, secondly.

Cash, investment, accounts receivable (liquid) minus self-insurance reserve means \$2.5 million should be set aside to cover any extraordinary self-insurance health insurance. Normal expenditures are about \$2 million per month. We only have a reserve of a half million dollars, or 15 days of cash flow, which is

pretty tight. This emphasizes the importance of developing a reserve policy. Auditors like to see 60-90 days of cash flow which equals \$6 million in reserves. The software being developed is one way to grow additional revenue for reserves. Rick A shared the loss of the SWAN contract is an existential threat, and we are looking at other revenue streams. Devin offered physical copies of the audit to anyone who would like one.

### **III. Review of November 2020 Board Meeting Minutes**

Rick called for corrections or revisions. Chris motioned to vote on minutes and Steve seconded. November minutes approved as written.

### **IV. Election of New Board Member Joanna Crishock**

Board members unanimously voted Joanna onto the board. Welcome!

### **V. Executive Summary**

Rick A. welcomed Joanna to the board. With COVID, staff safety and well-being are primary. We are learning how to do things new ways with the Matching Event during COVID and otherwise. We are in an extension period with the SWAN Contract. An RFP will be issued from the state soon per source at OCYF. It is currently in the state's procurement office.

### **VI. Committee Reports**

#### **Finance and Administration – Devin Knaub**

Devin spoke about the deficit noted by the auditor and what Voce is doing to address it. He talked about reducing the time that positions remain vacant. If we fill vacancies faster, we can collect more G&A money from the contract. Vacancies mean less funding and is why we are behind on our budget projections. Devin would like to get back to our usual 12 vacancies.

Our HR Manager position is vacant with the retirement of Judy Hummel. We transitioned to a new payroll vendor costing less; ADP is on the way out and \$14,000 was saved this year alone. Devin is looking for efficiencies in all areas.

Next year's budget will be different in that it will have a buffer. Robyn built the budget based on every position filled for 12 months. Devin does not think that is realistic; he is going to build in reductions in SWAN billing and G&A. This would give us a better picture if we came in above projections.

We do not have a committee that oversees HR functions. Devin has considered structuring the Finance Committee as a Finance and Operations Committee to use the committee to grow and better support his division. Rick T. says he would support expanding the committee. Fred says it would put life behind the numbers and supports the combination. Izzy added it makes sense to support Devin in all of what he oversees. Call for a motion to expand the Finance Committee to the Finance and Operations Committee and expanding membership accordingly. Fred made the motion, Izzy seconded. Motion was passed.

Devin's expanded committee would involve review of personnel policies. Finance and Operations NOT Finance and Administration. Natasha will join the committee.

Rick A gave credit to Devin for finding ways to find cost savings. Not only has he found savings, but he has elevated the product used.

#### **Communications**

The new brand has launched but this is only the beginning. We need to spread the word; share on social media, etc. Izzy and Fawn both spoke about the board participating in carrying forth the brand.

#### **Program**

We have talked about diversifying funding. Jessica informed the board about our work with Training for Adoption Competency, which helps meet the need for qualified therapists for adoptive families. We just finished the first training cohort. We received funding to bring it to Pennsylvania. The curriculum is accredited. We are gearing up for our second training cohort to be held virtually at the end of May.

## **VII. Ongoing Business**

### **Bylaws and Board Recruitment**

Rick A. talked about the bylaws and board recruitment to specify range of board members we should have. Give potential board member referrals to Rick A. His litmus test is “do you share our mission?” and “Do you care about what we care about?”

We have no attorneys on our board; we need to recruit for diversity. Rick A will continue efforts to recruit, and we can be selective. This should be a board it is an honor to serve on. Rick will be conducting a board orientation for newer board members including Natasha, Joanna, and Fred.

### **Fund Development**

Rick A talked about aggressively putting a fund development plan together that will ultimately be presented to the board. Capacity is a concern because staff have full-time roles. We may invest in a fund development expert to help us build infrastructure and strengthen grant writing efforts.

Rick A. is looking for “at bats” - people board members can introduce to him so he can talk to them about corporate sponsorship. Rick will share more specifics at the May board meeting. We have great new initiatives that need to be funded.

LinkingLives is the name of our tech solution. Previously referred to as Forever Families, this is our most ambitious, innovative initiative, but is moving along well. It is remarkable and can change the Child Welfare field. How do we take it to market in a way it fits with our existing business model once it is developed? As a non-profit, there is a cap on how much money we can make. Should we set up an LLC under the non-profit umbrella for liability and tax law implications? We are meeting with attorneys and accountants to talk about what model would be best. From what we understand, the board can oversee the entity regardless of what it looks like. Rick will send the board an email with what our advisors are recommending. We must be responsible. The tool is far along in development, so the model needs to be established. This product will be piloted in Pennsylvania but launched nationally. It has the potential to be transformative. This is a solution that can prevent stories like Zymir, who was in the system for 14 years.

## **VIII. New Business**

### **Diversity, Equity, and Inclusion**

Rick A talked about a new Steering Committee and invited the board to be part of this effort. We were challenged internally to have courageous conversations and “move their cheese.” The committee may want to do some training with the board, but for now Rick A wants the board to know this is something we are taking seriously to weave into the fabric of the organization. Board members interested in participating on the committee should email him.

### **Voce Budget Approval**

Rick T. said that in the past the budget was never brought to the board for approval. The Finance Committee will now require the board to review and approve the budget covering the period of July 1, 2021 to June 30, 2022. It will be discussed and reviewed at the May meeting.

### **Strategic Planning**

At the request of the Executive and Governance Committee, staff has developed thematic areas for strategic planning. Rick A. outlined the areas. The Leadership Team (LT) can define what it means for each of their respective areas. The board should determine where and when we should do planning. These four areas are a place to begin. Fred shared, in the for-profit world, it is commonplace for the management team to bring a plan to the board. Fred feels the team is closest to the work and understands the shortcomings and gaps that need filled. Joanna stated she helps the Giant Company with strategic planning and offered to facilitate the process with the LT. She is willing to do so, while getting to know Voce better.

## **IX. NEXT BOARD MEETING**

The next meeting is the Annual Board meeting on May 20, 2021. Meeting adjourned at 7:12pm.

Respectfully submitted,  
Mike Isbell, Secretary

**Executive Summary**  
**Board of Directors Meeting**  
**May 20, 2021**

**COVID 19 Response:**

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

As previously reported, beginning on March 19, 2020, all Voce staff were instructed and equipped to telework. Recently, we have opened our Harrisburg office for staff who are based in Harrisburg. We expect to open the Harrisburg office for meetings and trainings beginning September 1, 2021. At this time, staff travel can resume.

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

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

At the present, we continue to offer all trainings and conferences virtually. We are currently preparing to host our very large Summer-Statewide SWAN Conference (typically held at the Kalahari Resort) virtually per the instruction of DHS. We are positioned to host our fall 2021 SWAN Quarterly Meetings in person throughout the state.

Given the extraordinary challenges, DHS extended our SWAN contract to October 2021.

**Board Governance:**

Board Recruitment:

We continue to recruit for new board members and are interested in adding an attorney to our Board. Please let Rick A. and/or Rick T. know if you have suggestions.

**Human Resources:**

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

We are pleased that we will once again offer health care benefits to staff at no additional cost to the workforce. We anticipate switching networks and entering into a 3-5 year contract with Capital Blue Cross with very minimal disruption to staff. We also expect to, once again, deliver a 3% cost of living increase to all employees in July 2021.

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

While much of our state funding is secure, we were mandated by DHS to freeze hiring for vacant positions. Currently, we have permission to hire some much needed positions; we still have a number of vacant positions frozen until further notice. As of May 2021, we have 22 staff vacancies. This is concerning and has financial implications to our budgeted revenue stream and G & A. Additionally, we were forced to cancel a few fee for service trainings resulting in a modest reduction in revenue. For three quarters of this fiscal year, we have a modest surplus of \$67,690.46. This is primarily due to moderate health care expenses and some minor cost savings in operations. Our budget is still very lean and increased health care costs could result in a bottom line deficit. Our reserves remain static. It is imperative that we solicit and receive funding to sustain Voce programs outside of the SWAN contract.

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

The SWAN prime contract term has been extended. The updated contract term is October 1, 2020, to September 30, 2021. We expect that the contract may be extended further. 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.

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

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

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

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

**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 is finalizing the trademark search and we have been in consult with them as we continue to develop and devise our business model and the establishment of Voce Solutions, LLC. We are scheduled to wrap up our Phase 1 of development with Weblight Development on May 17<sup>th</sup>, after which we will have a minimal viable product, MVP, to begin our next phase, a pilot program. We are currently seeking funding to begin Phase 2 and have identified two grant opportunities we are pursuing. We are currently in talks with Justice Works, a private agency who contract with counties to conduct their family finding efforts, to pilot LinkingLives.

**Training for Adoption Competency:** Voce is preparing to offer our second cohort of Training for Adoption Competency (TAC). TAC is designed for licensed mental health professionals, providing clinical knowledge and skills needed to effectively serve the adoption and kinship communities.

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

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

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

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

**Branding:** (See full Communications Report)

**Diversity, Equity, & Inclusion (DEI) Commitment:**

Voce has made a commitment to advancing our efforts, internally and externally, in the area of Diversity, Equity & Inclusion (DEI). Our first step is to provide extensive training to all staff with the goal to infuse courageous conversations and implicit bias awareness into our organizational culture.

We recently entered into a contract with a DEI expert from the National Diversity Council. This expert is working with Rick A. to begin the recruitment process for a new Diversity, Equity and Inclusion (DEI) Strategy Council. This council will serve as our internal steering committee to assess and modify our policies, practices and culture to advance our efforts in this area. Council selection will seek to solicit a variety of diversity categories including but not limited to- race, religion, gender, age, sexual orientation, position in the organization, location in PA, rural, urban etc.

We would like for there to be Board representation on the Council. Please let Rick A. know if you are interested.

We currently have an all-star team of trainers who are positioned to provide training in this area internally and to external organizations. Please let Rick A. know if you wish to discuss training for your organization.

**Resource Development:**

After vetting a couple of resource development experts, we formally entered into a 1 year contract with DAZA Consulting to assist us to develop our fund development apparatus, help us research grants and build community connections with potential donors. If all goes as expected, we will contract with DAZA for year 2.

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

**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. We are requesting the Board's input regarding next steps.

The 4 Areas are:

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

**Next Board Meeting:**

Our next Board Meeting: **August 19, 2021 5:30 PM**

**VOCE**

## Financial Statements

07/01/20 - 03/31/21

3rd quarter 20-21 July 2020 - March 2021

	<b>SWAN</b>	<b>VOCE</b>	<b>VOCE/SWAN</b>	
	<b>Reimbursed</b>	<b>Development</b>	<b>G &amp; A</b>	<b>GRAND TOTAL</b>
<b>REVENUE</b>				
Payroll Income	15,248,729			15,248,729
Reimbursed Income				-
Consult & Training & Programs		27,615		27,615
Other Income				-
DHS			1,581,665	1,581,665
Interest Income		8,429		8,429
Fundraising		123,506		123,506
Grants				-
Cell Phone Stipends	110,203	-	-	110,203
<b>TOTAL REVENUE</b>	<b>15,358,931</b>	<b>159,550</b>	<b>1,581,665</b>	<b>17,100,146</b>
<b>EXPENSES</b>				
Payroll	13,777,898			13,777,898
Health Insurance Benefits	1,804,587			1,804,587
Employed Lawyers Expense				
Reimbursed Expenses	1,147			1,147
Consult, Training & Program		302,076		302,076
Printing		2,101		2,101
Subcontract		(9,026)	5,531	(3,494)
Equipment				-
Promotional		11,309		11,309
Ads		75	75	150
Bank Charges		2,254	1,374	3,629
Conferences		4,502	34,393	38,894
Donations				-
Dues		125	6,854	6,979
Insurance			52,769	52,769
Occupancy		22,810	7,556	30,365
Office Supplies		1,678	8,968	10,646
Payroll				-
Wages & Benefits		252,322	512,290	764,611
Postage			3,626	3,626
Professional Fees				-
Accounting			8,875	8,875
Legal		15,938	2,775	18,713
Benefits			20,335	20,335
Payroll & HR			97,229	97,229
Technical Support		22,723		22,723
Employee Clearances		399	3,782	4,180

Public Relations			36,586	36,586
Staff & Board				-
Meals	22		119	141
Travel			1,120	1,120
Other	331		6,347	6,678
Communications	4,807		215	5,022
Training	260		1,094	1,354
Training Publications				-
Website	2,206			2,206
<b>TOTAL EXPENSES</b>	<b>15,583,631</b>	<b>636,912</b>	<b>811,913</b>	<b>17,032,455</b>
<b>REVENUE LESS EXPENSES</b>	<b>(224,700)</b>	<b>(477,361)</b>	<b>769,752</b>	<b>67,690</b>

The unaudited financial information set forth above is preliminary and subject to adjustments and modifications.

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

DK

**VOCE**  
Balance Sheet  
Fiscal YTD 06/30/2021

	<u>SWAN</u>	<u>FDR</u>	<u>GRAND TOTAL</u>
<b>ASSETS</b>			
Cash			
Wells Fargo (Certificate of Deposits)		\$431,525.03	\$431,525.03
BB & T and Orrstown Bank Accounts		\$2,580,364.57	\$2,580,364.57
<b>Total Cash</b>		<b>\$3,011,889.60</b>	<b>\$3,011,889.60</b>
Receivables			
DHS		\$365,496.70	\$365,496.70
Miscellaneous		\$3,712.92	\$3,712.92
Consult & Training		\$0.00	\$0.00
Payroll		(\$259,847.12)	(\$259,847.12)
Reimbursements		\$33,765.60	\$33,765.60
Subcontractor			\$0.00
<b>Total Receivables</b>	<b>\$0.00</b>	<b>\$143,128.10</b>	<b>\$143,128.10</b>
<b>Cash Plus Receivables</b>	<b>\$0.00</b>	<b>\$3,155,017.70</b>	<b>\$3,155,017.70</b>
Other Assets			
Prepaid Insurance		(\$0.42)	(\$0.42)
Prepaid Expense			\$0.00
Equipment		\$38,203.30	\$38,203.30
Accumulated Depr		(\$38,202.73)	(\$38,202.73)
Intangible Asset		\$32,062.50	\$32,062.50
<b>TOTAL ASSETS</b>	<b>\$0.00</b>	<b>\$3,187,080.35</b>	<b>\$3,187,080.35</b>
<b>LIABILITIES</b>			
Accounts Payable	\$66,293.34		\$66,293.34
Payroll Liabilities	\$1,137.33		\$1,137.33
Other Liabilities	\$0.00		\$0.00
Restricted IBNR Health Care	\$585,818.86		\$585,818.86
Deferred Revenue			\$0.00
<b>Total Liabilities</b>	<b>\$653,249.53</b>	<b>\$0.00</b>	<b>\$653,249.53</b>
<b>Equity (Net Assets)</b>		<b>\$2,656,233.18</b>	<b>\$2,656,233.18</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$653,249.53</b>	<b>\$2,656,233.18</b>	<b>\$3,309,482.71</b>

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**VOCE**  
Budget to Actual  
Fiscal Year 2020-2021

	<b>Actual YTD Through March 2021</b>	<b>Prior YTD Actual Through March 2020</b>	<b>YTD Variance Actual vs. Prior</b>	<b>Budget YTD Through March 2021</b>	<b>YTD Variance Actual vs. Budget</b>	<b>2020-2021 Annual Budget</b>
<b>Income</b>						
Admin Income (Interest)	\$8,429.26	\$12,900.81	(\$4,471.55)	\$9,750.00	(\$1,320.74)	\$13,000.00
G & A	\$1,581,664.52	\$1,534,152.84	\$47,511.68	\$1,678,607.93	(\$96,943.41)	2,238,143.91
Consult, Training & Programs	\$27,615.00	\$12,781.22	\$14,833.78	\$52,875.00	(\$25,260.00)	\$70,500.00
Fundraising	\$123,506.12	\$26,134.78	\$97,371.34	\$60,750.00	\$62,756.12	\$81,000.00
Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	(224,700)	(\$370,035.77)	\$145,335.51	\$0.00	(\$224,700.26)	
<b>Total Income</b>	<b>\$1,516,514.64</b>	<b>\$1,215,933.88</b>	<b>\$300,580.76</b>	<b>\$1,801,982.93</b>	<b>(\$285,468.29)</b>	<b>\$2,402,643.91</b>
<b>Salaries &amp; Benefits</b>	<b>\$764,611.43</b>	<b>\$650,716.00</b>	<b>\$113,895.43</b>	<b>\$841,938.44</b>	<b>(\$77,327.01)</b>	<b>\$1,122,584.58</b>
<b>Program Expenses</b>						
Consult, Training & Program	\$302,075.75	\$145,878.56	\$156,197.19	\$110,100.00	\$191,975.75	\$146,800.00
<b>Total Program Expenses</b>	<b>\$302,075.75</b>	<b>\$145,878.56</b>	<b>\$156,197.19</b>	<b>\$110,100.00</b>	<b>\$191,975.75</b>	<b>\$146,800.00</b>
<b>Operating Expenses</b>						
Advertising	\$150.00	\$380.00	(\$230.00)	\$1,125.00	(\$975.00)	\$1,500.00
Bank Charges	\$3,628.56	\$2,352.17	\$1,276.39	\$3,750.00	(\$121.44)	\$5,000.00
Staff & Board Expense	\$7,938.66	\$27,177.72	(\$19,239.06)	\$33,750.00	(\$25,811.34)	\$45,000.00
Conferencing	\$38,894.42	\$21,075.73	\$17,818.69	\$3,750.00	\$35,144.42	\$5,000.00
Communications	\$5,022.23	\$4,601.26	\$420.97	\$15,000.00	(\$9,977.77)	\$20,000.00
Donations	\$0.00	\$1,342.99	(\$1,342.99)	\$2,250.00	(\$2,250.00)	\$3,000.00
Gifts	\$0.00	\$0.00	\$0.00	\$1,125.00	(\$1,125.00)	\$1,500.00
Insurance	\$52,769.23	\$47,494.52	\$5,274.71	\$45,000.00	\$7,769.23	\$60,000.00
Professional Development	\$1,354.46	\$1,818.41	(\$463.95)	\$15,000.00	(\$13,645.54)	\$20,000.00
Office Equipment & Supplies	\$7,151.64	\$17,091.51	(\$9,939.87)	\$18,750.00	(\$11,598.36)	\$25,000.00
Postage & Shipping	\$3,626.31	\$3,416.55	\$209.76	\$3,750.00	(\$123.69)	\$5,000.00
IT Support Services	\$22,723.20	\$17,506.72	\$5,216.48	\$15,000.00	\$7,723.20	\$20,000.00
Rent	\$30,365.46	\$28,773.06	\$1,592.40	\$33,420.00	(\$3,054.54)	\$44,560.00
Promotional (Web & brochures)	\$50,100.44	\$35,961.23	\$14,139.21	\$45,000.00	\$5,100.44	\$60,000.00
Professional Fees	\$149,332.30	\$132,995.72	\$16,336.58	\$112,500.00	\$36,832.30	\$150,000.00
Meal & Travel Expenses	\$0.00	\$0.00	\$0.00	\$22,500.00	(\$22,500.00)	\$30,000.00
Dues & Subscriptions	\$6,979.09	\$9,681.37	(\$2,702.28)	\$11,250.00	(\$4,270.91)	\$15,000.00
Printing	\$2,101.00	\$567.77	\$1,533.23	\$18,750.00	(\$16,649.00)	\$25,000.00
<b>Total Operating Expenses</b>	<b>\$382,137.00</b>	<b>\$352,236.73</b>	<b>\$29,900.27</b>	<b>\$401,670.00</b>	<b>(\$19,533.00)</b>	<b>\$535,560.00</b>
<b>Total Expenses</b>	<b>\$1,448,824.18</b>	<b>\$1,148,831.29</b>	<b>\$299,992.89</b>	<b>\$1,353,708.44</b>	<b>\$95,115.75</b>	<b>\$1,804,944.58</b>
<b>Net Income (Loss)</b>	<b>\$67,690.46</b>	<b>\$67,102.59</b>	<b>\$587.87</b>	<b>\$448,274.50</b>	<b>(\$380,584.04)</b>	<b>\$597,699.33</b>

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

## **Operations Department**

### **Voce Operations Update**

**Thursday, May 20, 2021**

*Prepared by Devin Knaub, Director of Business Operations and Finance on May 10, 2021*

#### **Executive summary of the Financial Report (3rd Quarter 20-21):**

The financial report for the 3rd quarter of 2020-2021 reflects a positive bottom line. Outstanding invoices from Diakon have been received and reflects a 67K balance. We are on track to receive a cost-of-living increase for next year pending the state budget approval. Next fiscal year's budget has been built to reflect that increase as it is expected that the budget will be approved in June. FFCRA audit has been completed and we are submitting for a reimbursement of 37k.

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

We are still experiencing less than normal funding due to the current vacancies and the previous hiring freeze (March 2020 until November 2021). This left us with over 50 vacancies, reducing the billing to Diakon and having a negative effect on our G&A funding. We are currently working quickly to fill these vacant positions and have been making progress to close the vacancy hole. As of May 6<sup>th</sup>, we have 22 vacant positions.

#### **Human Resources:**

Kelsi Knarr joined the HR team the beginning of March and is the current Recruitment and Onboarding Coordinator. She has made an immediate splash in her role and has lightened load throughout the operations department. We also welcomed Julie Leppo at the end of April as our new Employee Relations Coordinator and she is quickly learning the ropes. We expect great things out of both of them this year and are excited to see them thrive.

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

We have successfully transitioned to Inova for payroll processing and are currently implementing the HR side of the software.

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

#### **Legal:**

Voce Solutions, the for-profit entity that will oversee the sales of LinkingLives software, has been formulated and we are working through the process to set this all up.

**Banking:**

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

**Benefits:**

Open Enrollment will be held June 1<sup>st</sup> to June 14<sup>th</sup>. We will be transitioning from Highmark to Capital Blue Cross as our third-party administrator for all health benefits. All other ancillary benefits such as vision, dental, etc. will remain with SunLife.

**COVID-19:**

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

## **SWAN/TA Report**

February 26, 2021 – May 20, 2021

*This report was prepared by Melissa Eller, SWAN TA Program Director on May 10, 2021.*

### **Contract Extension**

The SWAN prime contract term has been extended. The updated contract term is October 1, 2020, to September 30, 2021. 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**

Danielle Wright and Nikki Harvey accepted the two open RTA positions located in the NW region. Danielle was previously a LSIP and Nikki worked at an affiliate agency. Rachel Beals accepted the PTA position located in the SW region. Laura Hutchinson, RTA in the SW Region has submitted her resignation effective May 28<sup>th</sup>.

### **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.

During the March 11, 2021 meeting, the workgroup spoke about the need of the workgroup continuing past June 2021. This will be decided at the June 9<sup>th</sup> meeting. The workgroup reviewed 2020 Cost/Time data. Despite COVID-19 the data has become more consistent quarter after quarter and we are now seeing the benefits of tracking the cost and time associated with the units of service. Child prep and CSR have been the most impacted by COVID-19 restrictions. OCYF has been provided the cost/time data and will utilize this information in determining SWAN unit of service rates for next fiscal year. Any rate changes will be discussed at the June meeting. There was also discussion about the possible impact of the Governor's initiative to increase the minimum wage in 2022. There was also discussion about SWAN Portal 3.0, the family matching unit, and post permanency services.

The next SWAN Rates Workgroup meeting will be held June 9, 2021. This meeting will be held virtually.

### **COVID-19**

In response to the Covid-19 pandemic, TA staff began teleworking at the end of March. The staff continues to be innovative in completing their work. Trainings, site visits, and meetings have continued successfully via Zoom. Some of these successes may be able to be implemented once the telework is no longer necessary. A meeting with all RTA staff was held virtually in March 2021.

### **Child Specific Recruitment (CSR) Training**

The SWAN prime contractor is pleased to announce CSR training has been added to SWAN's E-Learning Center ([swan-online.net](http://swan-online.net) or via the SWAN Permanency Toolkit). In this training, learners follow a CSR case step-by-step, from referral until a permanent connection is identified and the case closed. Learners are also able to walk through a real-life CSR success story to see how the CSR team worked together to achieve permanency for an older youth. Other considerations, such as the Interstate Compact on the Placement of Children, SWAN Connect, the affiliate agency's role in the selection process and introducing the topic of permanency to youth, as well as laws and Pennsylvania permanency initiatives as they relate to CSR are discussed. Of course, benchmarks and required paperwork are covered too.

All SWAN E-Learning courses are free of charge and available to all members of the network. The courses can be self-directed or completed in collaboration with a supervisor. Each training is divided into modules, which allows the learner to exit and re-enter the course as needed. Please consider including these online courses in your professional development plan.

**SWAN LSI**February 26<sup>th</sup> – May 20<sup>th</sup>, 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 May 10, 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. As of May 2021:

- SWAN LSIPs in 53% of PA counties have returned full time to county offices.
- SWAN LSIPs in 36% of PA counties operate under a hybrid schedule of county office and telework.
- SWAN LSIPs in 11% of PA counties remain fully discharged to telework.

SWAN LSI Coordinators (LSICs) have conducted numerous virtual meetings with LSIPs and county agencies to support the paralegals and LSI program throughout Covid-19 restrictions. In recent months, LSICs contact with LSIPs and county agencies has expanded to 1 – 2 in-person site visits each month, provided all CDC and Dept. of Health guidelines can be met. This allows the coordinators to better support new hires and proactively address programmatic or personnel matters.

SWAN LSI Division Managers (LSIDMs) and Program Directors continue to work through the impact of the pandemic on our workforce, including assurances that safety remains in the forefront and access to necessary resources is provided, e.g., lap top computers. LSIDMs have been integral with informing quarterly status updates to DHS/OCYF regarding the openness of the courts.

The SWAN Program Directors will work with the Director of Finance/Operations as we approach the May 31<sup>st</sup> end to some of the Commonwealth's mitigation efforts. With the easing of social distancing requirements, a fuller return of LSIPs to county offices is anticipated.

**Refinement/Outcomes:****Data and outcomes**

SWAN Legal Service Initiative (LSI) experienced a reduction in paralegal activities during Spring 2020 because of the Covid-19 Pandemic; however, SWAN LSI involvement has since returned to pre-pandemic levels. Referring to the "SWAN LSI Paralegal Involvement, July 2019 – March 2021" (See Graphs), the numbers of children with at least one SWAN LSI Activity have rebounded to approximately pre-pandemic levels. The numbers of activities conducted by SWAN LSI Paralegals in 3<sup>rd</sup> Quarter of FY 2020-2021 is at a two-year high, boosted in part by an increase in activities such as Preparing Hearing Notices and Preparation – Case/Court/Investigation. This category used to capture work conducted to assist in a child's case that is not associated with another specific task. Almost all individual SWAN LSI activity categories are close to or exceeding pre-pandemic levels. Additionally, focused efforts to

ensure all SWAN LSI activity data is entered in a timely manner began in the fall of 2020. SWAN LSI Activity levels have been on the rise since the fall of 2020, which may be the result of efforts for timely entry, a return to a more “normal” workflow, or a combination of other factors.

### **County Process Analysis (CPA) and program evaluation**

SWAN LSI Coordinators completed the County Process Analysis (CPA) for each county in February 2021. Data collected through the CPA is currently being 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.

### **Staffing:**

The Commonwealth remains under a hiring freeze at this time; however, SWAN LSI Program Directors continuously review existing vacancies and elevate mission critical positions to OCYF for approval and then Voce HR for recruitment. All new positions for FY 20 – 21 have been posted. Several PA counties (primarily in the Southeast) have elected to allow a few LSIP vacancies to remain open pending the full return to county offices.

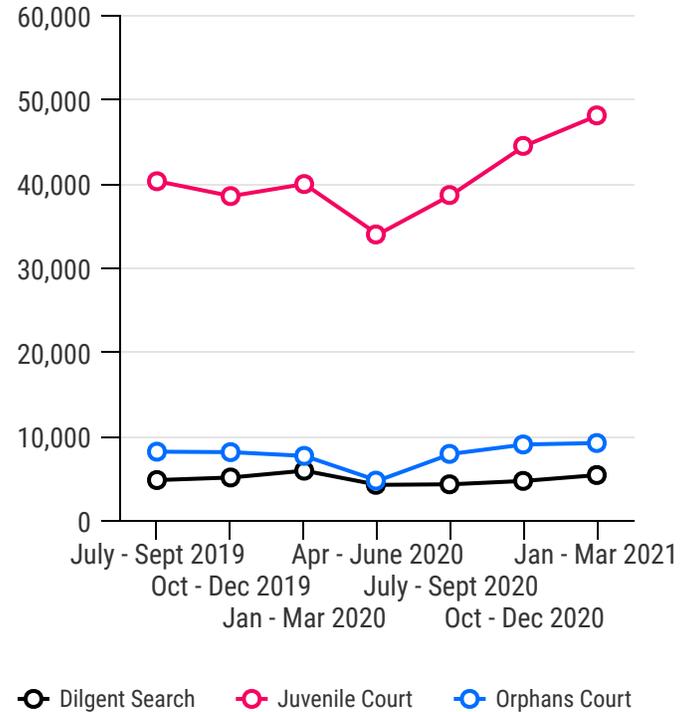
# SWAN LSI Paralegal Involvement

July 2019 - March 2021

## Quarterly LSI Activities

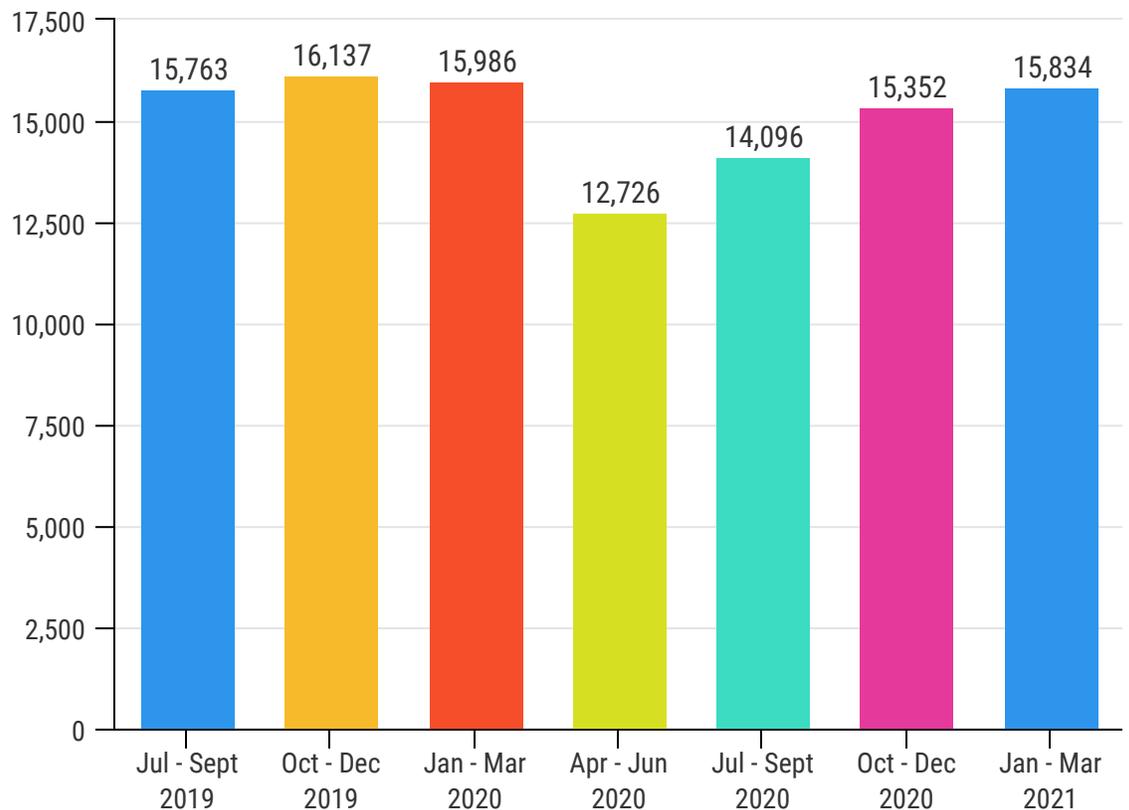
Total number of Activities completed by SWAN LSI Paralegals per category (Diligent Search, Juvenile Court, Orphans Court)

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



## Children with LSI Activity

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



## **Voce Program Report**

May 10, 2021

*Prepared by Jessica Castle, Program Development Director, on May 10, 2021*

*Program Committee met on May 6, 2021*

**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 is finalizing the trademark search and we have been in consult with them as we continue to develop and devise our business model and the establishment of Voce Solutions, LLC. We are scheduled to wrap up our Phase 1 of development with Weblight Development on May 17<sup>th</sup>, after which we will have a minimal viable product, MVP, to begin our next phase, a pilot program. We are currently seeking funding to begin Phase 2 and have identified two grant opportunities we are pursuing. We are currently in talks with JusticeWorks, a private agency who contract with counties to conduct their family finding efforts, to pilot LinkingLives.

**Training for Adoption Competency:** Voce is preparing to offer our second cohort of Training for Adoption Competency (TAC). TAC is designed for licensed mental health professionals, providing clinical knowledge and skills needed to effectively serve the adoption and kinship communities.

Our first cohort began on October 1, 2020 and concluded March 4<sup>th</sup>. We are extremely pleased with the implementation of our first TAC cohort. Our trainers and students have provided positive feedback with regards to the curriculum and experience to date. C.A.S.E. has been supportive and we have established relationships with the other TAC sites across the country.

Our second cohort is scheduled to begin May 27<sup>th</sup> and will be held virtually via Zoom. With our marketing and outreach plan complete, we have closed registration. We are pleased with both the size and composition of this upcoming cohort. We doubled the size of enrollment and recruited the mental health providers and therapists we targeted. Our two trainers for Cohort 2 are Stephanie Wolfe and Coleen Sady. They are both from the Pittsburgh area.

**PS-R:** Due to the current COVID-19 pandemic, all scheduled PS-R trainings have been postponed. We have met with PS-R team members to discuss a plan to convert PS-R to a virtual format, but they are reluctant to convert PS-R to a virtual format. We hope to begin training in person sometime in the Fall of 2021.

**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. Trainings are being rescheduled and reformatted to a virtual platform. Work is continuing towards completing the Racial Equity series, which consists of 5 training offerings. The Program department continues to work with Training and Conferencing to develop and design the LMS.

## Training Report

February 1, 2021- May 1, 2021

*Prepared by Rachel Meaker, Training Director, on May 11, 2021. This represents the scope and variety of work the Training Division delivers both for the SWAN contract and for FDR.*

### Training Director (Rachel Meaker)

- Rachel Meaker oversees the following departments: Training Specialists, Legal Training Division, Conferencing and ALSP. She also chairs the Training Leadership Council and External Training 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 Meaker continues to serve on the Summer Conference, Statewide and Quarterly planning committees, the Training Leadership Council, and the IRC.
- During the pandemic, continues to collaborate with other divisions to develop a process for conducting virtual trainings.

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

- Welcome Jared Caton who replaces Kelsi Knarr in the Conference Planner position. His transition took place April 25, 2021. We are so happy to have him aboard!
- The Virtual Matching event took place March 25, 2021. Much feedback was provided and was analyzed. It was well received by families, they appreciated being able to access the HUB and gather information prior to the live event.
  - There was a total of 369 unique logins (participants – not counting exhibitors).
  - 137 families logged into the event *at least once* and 34 families participated in the live portion of the event.
  - The SWAN Helpline reported they received approximately 100 calls regarding information viewed prior to the live event and that nine families called after the event to follow-up on about 24 children.
  - Related, there were a total of 248 leads generated, from both affiliate workers and families.
  - There was a total of 25,549 documents/videos clicked on in the virtual booths.
- The virtual Spring Quarterlies meeting took place: April 12 – 16, 2021.
  - We had a total of 1080 distinct participants attend the meeting throughout the week. Many participants attended more than one session.
- Work continues on the 2021 Virtual SSW/Conference in the HUB and will include a virtual awards ceremony.
- All Units of Service meetings have been set up virtually and sent to Network for registration.
- Continued to work on logistical details regarding FPaC Conference contract in place for Nov. 2022 at the Wyndham in Lancaster.
- Contracts in place for PA Permanency conference for 2026 and 2027.
- Conferencing manager looking into details regarding hybrid meetings.

**Training Specialists** (Dawn Lewis and Deb Gadsden)

- Deb and Dawn continue working on the creation of the Leadership module of the Teambuilding curriculum.
- Deb and her team have completed a comprehensive training plan submitted to Rachel Meaker and Rick Azzaro on April 20, 2021. The proposal sets up the plan to deliver the first workshop in the Conversations on Race, Equity and Inclusion series titled, "Being Color Brave and Culturally Humble", to the entire staff. Their proposal includes dedicated days for staff to signup including work log days for the LSI staff. This proposal is still being reviewed by Rick and Rachel. The REI training team has completed work on trainings in the series titled, "Evolution: The Levels of Racism" "and "Intersectionality: A Rationale for Cultural Humility." The sessions on Microaggressions and Blind Removals continue to be in development.
- Deb continues to participate with Child Welfare Resource Center as they work toward becoming an anti-racist organization through a contract with the Center for the Study of Social Policy (CSSP).
- Deb's work on implementing workplace bullying prevention strategies in the organization is on hold. The work of processing through the Workplace Bullying Prevention Action Plan is completed. The trainers have their materials; are ready for delivery; and a similar proposal for delivery to staff will be developed in conjunction with HR.
- Deb continues to work with the Child Welfare League of America on their Equity Committee. She, along with another member, will be sharing insights on the evolution of child welfare practice based on their longevity in the field (30-47 years) for discussion and potential fodder for revision of the CWLA National Blueprint for Excellence in Child Welfare publication. She participated in the revision of their vision statement and is also on a committee to infuse race equity information into their training materials.
- Deb continues to co-chair the Forum on Pennsylvania's Children with Jessica Castle.
- Dawn is researching Management trainings for the staff.
- Dawn is creating a training on converting trainings to virtual format and consulting with other trainers to convert their trainings.
- Dawn is converting the Training of Trainers (TOT) to a virtual format.
- Dawn is working on LMS development.
- Dawn is organizing the 2021 Virtual All-Staff meeting.

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

- The Legal Training Division continues to support TA Collaborative partners, to the extent possible remotely, as follows: participation in the Central, Southeast and Southwest TA Collaboration Meetings; participation in the Southwest PACA Providers Meeting; PCYA, by presenting legal updates and ethics trainings at the PCYA Quarterly meeting; Philadelphia DHS and CUA's through representation in the Philadelphia System-Wide Professional Development Committee and by presenting various trainings; Philadelphia County and CUA's through the presentation of various trainings; counties through participation in Adoption Days, Children's Roundtables, and Casey Permanency Roundtable Projects (PRTs); and the Pennsylvania Child Welfare Council by membership on the safety committee.
- The Legal Training Specialists continue to support county staff through delivery of various virtual legal trainings, including Understanding the CPSL, A Child's Journey through Foster Care, Adoption vs. PLC, The Purple Unicorn in the Room, Post Adoption Contact Agreements: Law and Practice, and Criminal Law 101/102.
- Fifteen days of Child Welfare Legal Overview, formerly known as Paralegal New Hire Legal Training, were conducted virtually.

- The Legal Training Specialists continue to support paralegal staff with a variety of internal virtual legal trainings, Warmline responses and participation in virtual LSI POD meetings.
- The Legal Training Specialists continue to support other staff training efforts through participation on the Workplace Bullying Workgroup, the Racial Diversity Taskforce, and the Transfer of Learning Committee.
- Legal Training Specialists presented two sessions virtually at the 2021 SWAN/IL Spring Quarterly.
- 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 13<sup>th</sup> including conducting all hearings, mediations, and adoptions via Microsoft Teams.
- For this reporting period ALSP had 18 “show up” Termination of Parental Rights petitions heard, 8 petitions were granted the day of the show up hearing, and 10 were set for contested trials. ALSP had 12 contested TPR trials that were held in the reporting period and all 12 TPRs were granted by the court. Between the “show up” TPRs and the contested trials a total of 20 children were freed for adoption in the reporting period.
- In the reporting period ALSP has had 12 Act 101 post adoption contact agreements, PACA, referrals. In the reporting period there was one formal Post Adoption Contact Agreement presented and approved by the Orphans’ Court Judge of record.
- During the reporting period, ALSP had 13 children adopted, 10 in March and 3 more in April.
- ALSP Manager continues to participate in the Allegheny County Roundtable’s Court Relations Work Group. In addition a subcommittee of the court relations work group specific to scheduling Termination of Parental Rights cases was formed chaired by the ALSP Manager. These meetings continue with the attorney systems work group.
- ALSP continues to participate in the Allegheny County Attorney Systems meetings, now scheduled once per month.

# Communications Report

*Prepared by Fawn Davies, Communications Director, on May 10, 2021*

## Communications Report for the Period Covering March 2020 to May 2021

- **COVID-19** – Internal communications scheduled as needed. No new developments this quarter.
- **BRANDING**- Ongoing efforts related to branding, focused on increasing brand presence:
  - **Voce and SWAN** – exchange FDR logo with Voce logo on all systems and communications, replace references to Diakon/FDR partnership with “SWAN prime contractor.”
  - **Branding Phase 4: Evaluation** – proposal forthcoming from PRworks.
  - **In The Loop** – internal, bi-weekly e-newsletter introduced to staff in April
  - **External brand** – time to shift focus to marketing efforts to influence the mindset of donors, volunteers, stakeholders, customers, and potential customers. In addition to the website “Voices” and social media, tactics and platforms may include:
    - Podcast/video series
    - Monthly e-newsletter
    - Free webinars/online training
    - Media relations
    - Awareness or giving campaigns
    - White papers, engagement surveys
    - Voce phone system
  - **Website, materials, social media** - maintaining
- **Voce PROGRAM DEVELOPMENT** – The Communications Division is supporting program development activities, including the Forum for Pennsylvania’s Children, Training for Adoption Competency and LinkingLives. Support was provided to the second cohort TAC recruitment; a logo for LinkingLives is being coordinated with an outside designer and program staff.
- **SWAN COMMUNICATION** – News of interest from the SWAN prime contract, OCYF, and the Independent Living program is provided quarterly in the *Administrative Update*. The Spring 2021 issue of the Administrative Update can be found at: [https://diakon-swan.org/media/documents/Administrative\\_Update\\_-\\_Spring\\_2021\\_Layout\\_-\\_final.pdf](https://diakon-swan.org/media/documents/Administrative_Update_-_Spring_2021_Layout_-_final.pdf).

Communications continues to assist DHS/OCYF with social media posts for the SWAN Facebook page, developing resources for promoting post-permanency services, and scriptwriting for the upcoming June Permanency Conference.

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