

Transitions Board Meeting Agenda

Tuesday, June 28, 2022

[Meeting Link](#)

Call to Order	President, D. Toni Byrd
Roll Call	Secretary, Chris Dotterer
Secretary's Report Approval of Minutes	Secretary, Chris Dotterer
Treasurer's Report	Treasurer, Ed Sigl Finance Director, Janet McGrath CEO, Mae-Ling Kranz
CEO/Agency Reports	
Committee Reports	
Auction	Sheri Rippon
Public Relations and Development	Marsha Lemons
Finance	Ed Sigl/Janet McGrath
Vote to approve FY22-23 Budget	
Governance	Mary Louise Schweikert
Vote to approve Board Officers	Mary Louise Schweikert
Vote to approve New Board Members	
Vote to approve Strategic Plan	Mae-Ling Kranz
Personnel	Helen Nunn
New Business	
Board of Directors Calendar	Toni Byrd
Reminders:	
• Staff Meeting Participation by Board – 2 nd Friday at 12:30 PM. Contact Heather Over to join.	
• Staff In-Service 4 th Friday at 12:30 PM - Board welcome to participate. Contact Heather Over to join.	
• Next Meeting Date – August 23, 2022	
• Board Retreat – August 23, 2022	
• Committee Reports Due - Tuesday, August 16, 2022, at Noon	

Executive Session

Adjournment



Transitions Board of Directors Minutes

Remote Meeting held via Zoom

May 24, 2022

MINUTES COMPILED AND SUBMITTED BY: Tracy Strosser, Administrative Support Assistant
 Reviewed by Secretary, Christine Dotterer

NOTE: All attachments and reports are on file with the Secretary

ATTENDANCE: P = PRESENT IN PERSON C = ON CONFERENCE CALL A = ABSENT L = ON LEAVE

	BOARD MEMBER		BOARD MEMBER		BOARD MEMBER
P	D. Toni Byrd, <i>President</i>	A	Amanda Gaynor	P	Stacey Pearson Wharton
A	Helen Nunn, <i>Vice President</i>	A	Amy Gronlund		
P	Ed Sigl, <i>Treasurer</i>	P	Sabra Karr		
P	Christine Dotterer, <i>Secretary</i>	A	Marsha Lemons		
P	Mae-Ling Kranz, <i>CEO</i>	P	Tamara Normington		
P	Kendra Aucker	A	Stacy Richards		
P	Jeremy Cook	P	Sheri Rippon		
A	Robert Cook	P	Mary Louise Schweikert		

STAFF PRESENT: Nina Blair, Jan McGrath, and Tracy Strosser

Transitions Board of Directors Meeting Minutes
Remote Meeting held via Zoom

AGENDA ITEM/SUBJECT	DISCUSSION SUMMARY	ACTION AND REQUIRED FOLLOW-UP
CALL TO ORDER (D. Toni Byrd)	The Meeting was called to order at 7:04 pm by Board President D. Toni Byrd.	
ROLL CALL	Christine Dotterer, the Secretary, took roll call.	
Housing Coordinator (Nina Blair)	<p>Nina Blair, The Housing Coordinator, gave an overview of her duties.</p> <ul style="list-style-type: none"> • Nina has seven years of experience working with survivors and housing. • She discussed goals and current numbers in Permanent Supportive Housing. • Nina shared that it is difficult to get fair market value and reasonable rent rates due to the Pandemic. • She is working with Union and Snyder County Housing Authority to encourage Landlords to work with survivors. • Nina explained the difference between Permanent Supportive Housing and Rapid Rehousing. • She explained that many landlords do not want to work with survivors because they are concerned about the issues that may arise. If an Advocate can discuss the concerns with the landlords, they can usually change the landlord's mind and allow the survivor to rent. • Nina shared a success story about one of our recent survivors and how she is on her own with a job and housing. • She stated that All Survivors have barriers and a past, but if we work together as a team, we can help provide a new path, and safe and secure life for them. 	

**SECRETARY'S REPORT
(Christine Dotterer)**

Approval of Minutes from
04/26/22

Minutes were previously distributed. No additions or corrections were noted.

Motion by Kendra Aucker: To accept the Minutes of April 26, 2022, Board Meeting as presented.
Seconded by Mary Louise.
Motion carried.

**TREASURER'S REPORT
(Ed Sigl and Jan McGrath)**

Approval of Variance Reports

Ed and Jan Presented a Variance Dashboard PowerPoint. The summary is intended to provide an abridged overview of the agency's finances. The Financial Summary contained the following slides:

- Key Takeaways
 - Salary & Expenses are up due to the decision made by the Board to increase wages.
 - Our equity will increase due to the purchase of vehicles and the repairs at the NCSH.
- Total Assets
 - The Vanguard account, like most 401ks, has gone down in value.
- Budget vs. Actual (Month and Year)
 - The month of April's expenses were larger than the gross profits.
 - Salary and wages are higher than benefits which is consistent for the organization.
- Revenue vs. Expenses (Actual)
 - Receivables are higher than expenses, not by a significant amount, over the last 90 days.

The Variance dashboard was previously distributed to the Board.

Motion by Sheri Rippon: To accept the Treasurer's Report for April 2022, as presented.
Seconded by Chris Dotterer.
Motion carried.

**CEO/AGENCY REPORTS
(Mae-Ling Kranz)**

CEO and Agency reports for April 2022 were previously distributed to the Board. Mae-Ling highlighted:

- We are losing our long-term care Director, Tara Day Ulrich and, the personnel committee approved two promotions from within.
- Jamie Grobes and Shannon Fisher are now Program Directors, and they have been training with Tara for her last two weeks.
- We have been busy with hiring and the Auction.

Mae-Ling shared some improvements the organization is going through with Diversity, Equity, and Inclusion.

- The staff is striving for racial and social justice.
- We received a grant for DEI training.
- Our social justice committee is looking hard at our policies and procedures to ensure we are not discriminating.
- We are engaging staff to see where we need to improve our policies and procedures.
- We want our staff to reflect the communities we serve.
- We are working to clean up our program manuals.
- 50% of our team is new, and our communications flow could be better. We are working on team building and reconnecting to make the improvements.
- We are also working toward stronger cyber security.

Members should read Mae-Ling's and the other staff's reports and contact Mae-Ling with any questions.

STANDING COMMITTEE REPORTS		
Auction (Sheri Rippon/Mae-Ling)	Sheri and Mae-Ling gave an overview of the upcoming event. <ul style="list-style-type: none"> • We will have something for everyone. • We hit our goal of \$50,000 in sponsorships. • Mae-Ling and Sheri will be on the radio on June 2nd to promote the Silent and Live Auction. • We have 12 tickets left and, we encourage people to dig deep in their pockets. 	
Development and Public Relations (Marsha Lemons)	No report was submitted.	
Finance (Ed Sigl/Janet McGrath)	Ed and Jan Shared the FY22-23 Draft Budget. <ul style="list-style-type: none"> • Key adjustments consist of funds taken from Operations and put into Salary and Benefits. • We had a successful year with fundraising and donations. • We have budgeted moderately to be safe. • Salary and wages are going up with the hiring of staff. • We will vote on the FY22-23 Budget next month. 	
Governance (Mary Louise Schweikert for Marsha Lemons)	Mary Louise reviewed the current nominations for officers and additions to the Board of Directors. <ul style="list-style-type: none"> • There were no nominations for the Board Officers. • We will vote on the new Board of Directors next month. 	
(Mae-Ling Kranz)	Mae-Ling reviewed the Draft Strategic Plan. We will vote on the Strategic Plan next month.	

<p>Personnel (Mary Louise Schweikert)</p>	<p>Mary Louise began a discussion to eliminate two Overnight Counseling positions and replacing them with a second Programs Director.</p>	<p><u>Motion by Stacey Pearson Wharton:</u> To eliminate two Overnight Counseling positions and replace with a second Program Director. <u>Seconded by Mary Louise Schweikert.</u> <u>Motion carried.</u></p>
<p>STAFF MEETINGS PARTICIPATION BY BOARD (D. Toni Byrd)</p> <p>EXECUTIVE SESSION (D. Toni Byrd)</p>	<p>Staff meetings are held on the 2nd Friday of each month at 12:30 pm. Staff In-Service will be the 4th Friday of the month at 12:30 pm for Education. Board members interested in attending, please get in touch with Heather Over, who is facilitating the virtual meetings.</p> <p>Staff was excused from the Meeting, and the Board adjourned into the Executive session at 8:14 pm.</p>	<p><u>Motion by Mary Louise Schweikert:</u> To adjourn into Executive Session. <u>Seconded by Stacey Pearson Wharton.</u> <u>Motion carried.</u></p> <p><u>Motion by Tamara Normington:</u> To adjourn into Regular Session. <u>Seconded by Kendra Aucker.</u> <u>Motion carried.</u></p> <p>The regular meeting of the Board resumed at 8:19 pm.</p>
<p>NEXT MEETING DATE (D. Toni Byrd)</p>	<p>The next meeting date is Tuesday, August 23, 2022, at 7:00 pm.</p>	<p>Staff and Committee reports are due Tuesday, August 16, 2022, at noon.</p>
<p>ADJOURNMENT</p>	<p>The Meeting was adjourned at 8:20 pm.</p>	



MAY 2022

VARIANCE DASHBOARD

A VISUAL SUMMARY OF MONTH END FINANCIALS

KEY TAKEAWAYS

Overall, May financials show continued positive performance. Transitions remains financially sound as the fiscal year soon ends.

1

Salary/Benefits Expenses

Salary expenses are at 86% of the budget for the fiscal year. Benefits are still down at 69% of the budget.

2

The Year To-Date

Cash has increased by \$249,000 from last year at this time.

Equity will increase with the purchase of vehicles and construction improvements at the safe houses.

3

Accounts Receivable

Our A/R performs consistently across the board. Grant funds continue to be received, decreasing A/R and increasing cash.



TOTAL ASSETS



As of May 31, 2022

Balance Sheet Prev Year Comparison

As of May 31, 2022

	<u>May 31, 22</u>	<u>May 31, 21</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
Total Checking/Savings	845,132.43	595,734.36	249,398.07	41.86%
Total Accounts Receivable	328,310.76	490,617.64	-162,306.88	-33.08%
Total Other Current Assets	<u>31,066.85</u>	<u>13,057.83</u>	<u>18,009.02</u>	<u>137.92%</u>
Total Current Assets	<u>1,204,510.04</u>	<u>1,099,409.83</u>	<u>105,100.21</u>	<u>9.56%</u>
Fixed Assets				
Total 1600 · Property, Plant & Equipment	825,215.82	741,005.69	84,210.13	11.36%
Total Fixed Assets	600,445.13	614,859.42	-14,414.29	-2.34%
Other Assets				
1500 · Vanguard Brokerage	<u>610,492.32</u>	<u>629,463.40</u>	<u>-18,971.08</u>	<u>-3.01%</u>
Total Other Assets	<u>610,492.32</u>	<u>629,463.40</u>	<u>-18,971.08</u>	<u>-3.01%</u>

BUDGET VS ACTUAL

1 MONTH ENDED 05/31/2022

VARIANCE ANALYSIS MONTH OF MAY 2022

Profit & Loss Budget vs. Actual
1 month ended May 31,2022

	<u>May 22</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense				
Total Income	<u>170,903.77</u>	<u>266,955.00</u>	<u>-96,051.23</u>	<u>64.02%</u>
Gross Profit	<u>170,903.77</u>	<u>266,955.00</u>	<u>-96,051.23</u>	<u>64.02%</u>
Expense				
6560 · Salaries and Wages	104,683.17	129,226.00	-24,542.83	81.01%
Total 7010 · Employee Benefits	36,869.82	52,188.00	-15,318.18	70.65%
Total 7200 · Program Expenses-Otl	13,475.91	14,039.00	-563.09	95.99%
Total 7300 · Travel & meetings exp	3,372.50	5,209.00	-1,836.50	64.74%
Total 7700 · Program Expenses-occ	23,253.43	39,795.00	-16,541.57	58.43%
8200 · PCADV Relocation	0.00	1,219.00	-1,219.00	0.0%
Total 8500 · Misc expenses	1,371.31	1,338.00	33.31	102.49%
Total 8700 · Passthrough Expenses	2,653.07	10,416.00	-7,762.93	25.47%
8900 · Fundraising Expenses	0.00	1,250.00	-1,250.00	0.0%
Total Expense	<u>207,668.99</u>	<u>266,955.00</u>	<u>-59,286.01</u>	<u>77.79%</u>
Net Ordinary Income	<u>-36,765.22</u>	<u>0.00</u>	<u>-36,765.22</u>	<u>100.0%</u>

BUDGET VS ACTUAL

VARIANCE ANALYSIS FISCAL YEAR 2021-2022

11 months ended 05/31/2022	<u>Jul '21 - May 22</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense				
Total Income	<u>2,540,745.08</u>	<u>2,956,471.00</u>	<u>-415,725.92</u>	<u>85.94%</u>
Gross Profit	<u>2,540,745.08</u>	<u>2,956,471.00</u>	<u>-415,725.92</u>	<u>85.94%</u>
Expense				
6560 · Salaries and Wages	1,221,939.80	1,421,491.00	-199,551.20	85.96%
Total 7010 · Employee Benefits	398,118.03	574,059.00	-175,940.97	69.35%
Total 7100 · Program Services	237,336.30	134,988.00	102,348.30	175.82%
Total 7200 · Program Expenses-Other	268,448.75	154,461.00	113,987.75	173.8%
Total 7300 · Travel & meetings expense	41,228.03	57,291.00	-16,062.97	71.96%
Total 7700 · Program Expenses-occupar	239,272.56	437,727.00	-198,454.44	54.66%
8200 · PCADV Relocation	14,925.03	13,409.00	1,516.03	111.31%
Total 8500 · Misc expenses	40,971.17	14,711.00	26,260.17	278.51%
Total 8700 · Passthrough Expenses	85,126.93	114,584.00	-29,457.07	74.29%
8900 · Fundraising Expenses	935.00	13,750.00	-12,815.00	6.8%
Total Expense	<u>2,548,301.60</u>	<u>2,936,471.00</u>	<u>-388,169.40</u>	<u>86.78%</u>
Net Ordinary Income	<u>-7,556.52</u>	<u>20,000.00</u>	<u>-27,556.52</u>	<u>-37.78%</u>

BALANCE SHEET

Previous YR
Comparison



As of May 31, 2022

	<u>May 31, 22</u>	<u>May 31, 21</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
1011 · M&T Bank - Checking	224,851.24	210,411.46	14,439.78	6.86%
1013 · M&T Capital Campaign	50,539.93	50,534.24	5.69	0.01%
1014 · M&T - Savings Account	450,042.90	215,080.16	234,962.74	109.24%
1015 · BB&T - Savings Acc	96,813.08	96,804.22	8.86	0.01%
1017 · M&T - Shamokin Capital Campaign	21,987.11	22,011.11	-24.00	-0.11%
1018 · First National Bank	0.00	-5.00	5.00	100.0%
1040 · Petty Cash	898.17	898.17	0.00	0.0%
Total Checking/Savings	<u>845,132.43</u>	<u>595,734.36</u>	<u>249,398.07</u>	<u>41.86%</u>
Accounts Receivable				
1110 · Accounts Receivable	328,310.76	490,617.64	-162,306.88	-33.08%
Total Accounts Receivable	<u>328,310.76</u>	<u>490,617.64</u>	<u>-162,306.88</u>	<u>-33.08%</u>
Other Current Assets				
Account for Credit Transfer	177.26	176.26	1.00	0.57%
1450 · Prepaid Expenses	30,349.59	12,341.57	18,008.02	145.91%
1460 · Security Deposits	540.00	540.00	0.00	0.0%
Total Other Current Assets	<u>31,066.85</u>	<u>13,057.83</u>	<u>18,009.02</u>	<u>137.92%</u>
Total Current Assets	<u>1,204,510.04</u>	<u>1,099,409.83</u>	<u>105,100.21</u>	<u>9.56%</u>
Fixed Assets				
Total Fixed Assets	<u>600,445.13</u>	<u>614,859.42</u>	<u>-14,414.29</u>	<u>-2.34%</u>
Total Other Assets	<u>610,492.32</u>	<u>629,463.40</u>	<u>-18,971.08</u>	<u>-3.01%</u>
TOTAL ASSETS	<u><u>2,415,447.49</u></u>	<u><u>2,343,732.65</u></u>	<u><u>71,714.84</u></u>	<u><u>3.06%</u></u>



AS OF MAY 31, 2022

NOTES:

- GREEN HIGHLIGHTS INDICATE PAYMENTS OF \$2,291.56 RECEIVED THROUGH JUNE 17, 2022.

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
PCAR - Union RSCCA	645.10	0.00	510.96	0.00	0.00	1,156.06
PCADV FVPSA ARP	69.81	0.00	9,043.75	12,622.00	16,242.54	37,978.10
Lycoming CoC PSH	4,006.74	0.00	5,031.26	0.00	0.00	9,038.00
HUD PSH Schuylkill	3,945.62	0.00	5,385.99	0.00	0.00	9,331.61
PCADV RRH	7,249.41	0.00	6,888.88	0.00	0.00	14,138.29
AR Adjustment	0.00	0.00	0.00	0.00	0.00	0.00
HUD CE Specialist	5,377.60	0.00	5,798.10	0.00	0.00	11,175.70
HUD CoC RRH Program	642.94	0.00	6,331.90	0.00	0.00	6,974.84
PCADV						
Allstate Foundation	2,853.53	0.00	1,645.71	0.00	0.00	4,499.24
PCADV	56,626.94	0.00	35,358.99	0.00	0.00	91,985.93
Total PCADV	59,480.47	0.00	37,004.70	0.00	0.00	96,485.17
PCAR-DPW						
Act 44	11,825.78	0.00	0.00	1,934.71	0.00	13,760.49
Title XX	1,368.12	0.00	141.71	0.00	0.00	1,509.83
Total PCAR-DPW	13,193.90	0.00	141.71	1,934.71	0.00	15,270.32
PCAR-DPW-SASP	246.75	0.00	889.52	0.00	0.00	1,136.27
PCAR DOH						
PHHS	14.67	0.00	522.75	0.00	0.00	537.42
Total PCAR DOH	14.67	0.00	522.75	0.00	0.00	537.42
STOP-Snyder County	5,822.94	0.00	5,585.94	0.00	0.00	11,408.88
STOP-Union County	7,145.73	0.00	4,031.60	0.00	0.00	11,177.33
Susquehanna Universi	1,729.21	0.00	0.00	0.00	0.00	1,729.21
PCCD.						
VOCA 20-23	40,764.63	0.00	45,212.13	0.00	0.00	85,976.76
Total PCCD.	40,764.63	0.00	45,212.13	0.00	0.00	85,976.76
YWCA of Greater Harri	363.20	0.00	866.80	2,090.00	4,916.80	8,236.80
TOTAL	150,698.72	0.00	133,245.99	16,646.71	21,159.34	321,750.76

TOTAL MAY AR AS OF 06/20/2022 IS \$319,498.80

EXPENSE DASHBOARD OVERVIEW

A Quick Breakdown

64%

Salary and Benefits

9%

Program Services

11%

Program Services -
Other

2%

Travel Expenses



Program Occupancy
Expenses

9%

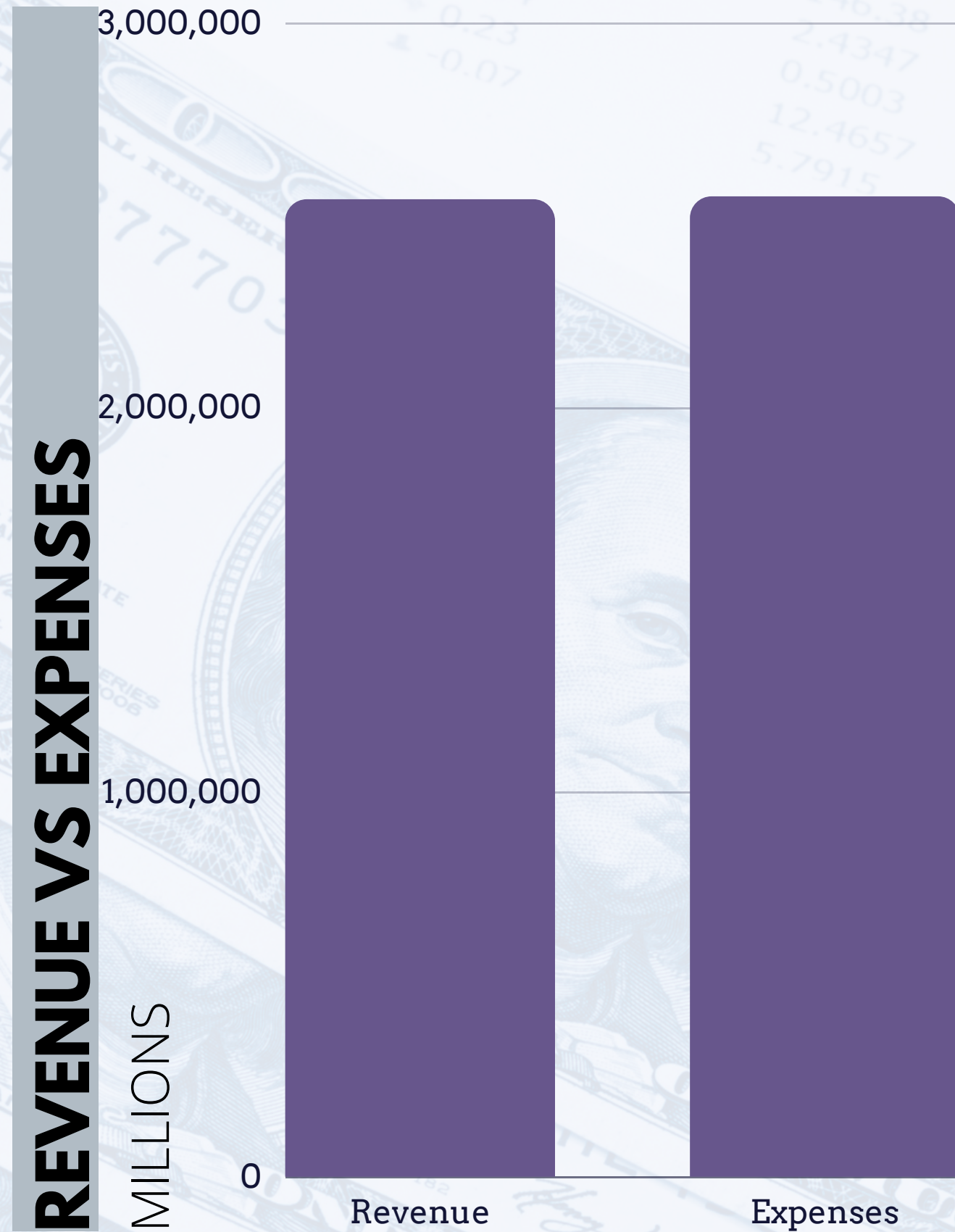
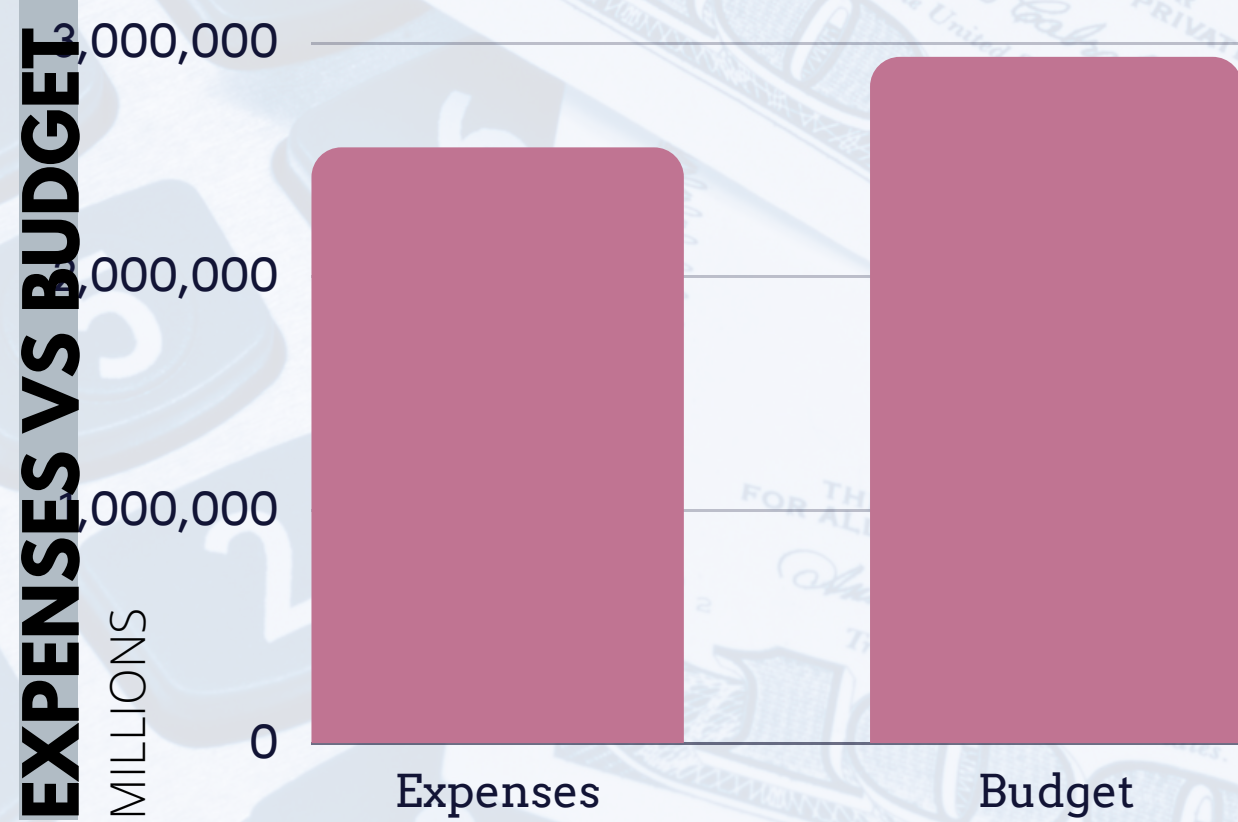
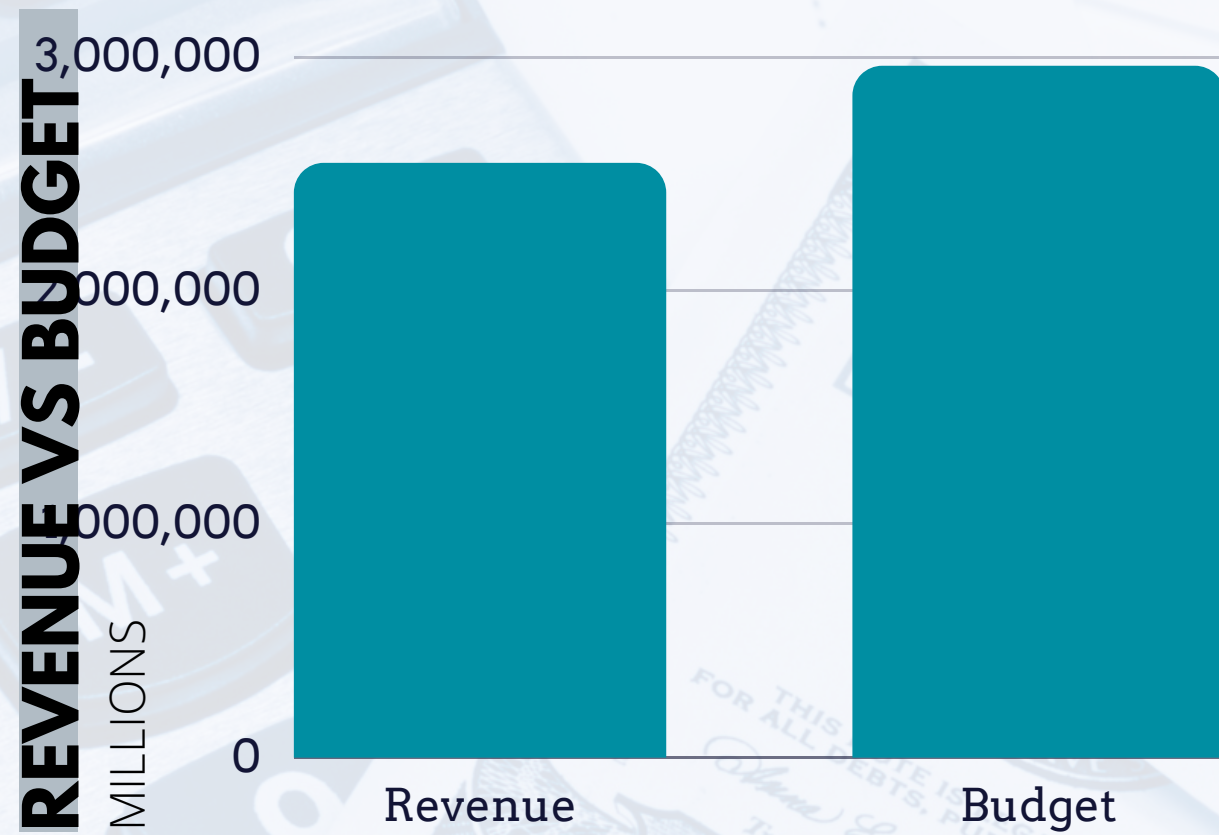
Pass Through
Expenses

3%

MISC Expenses

2%

11 Months Ended 05/31/22



Period End May 31, 2022

Full financial reports from QuickBooks for May 2022 can be found by logging into the board portal by clicking the following link: [Board Portal - Financials](#)

*Note: All income and expense categories recognize 1/12th of the budgeted amount in each month.

Notable Financial Information:

1. May was a very strong month for Accounts Receivable turnover showing \$355,813.73 coming in.
2. Due to the large amount deposited from accounts receivables in May, \$100,000 was transferred from checking to savings. The savings account has shown an increase of \$234,962 since May of 2021.
3. Equity will increase with fixed assets of vehicles and construction improvements but are currently still showing in expenses

Revenue:

1. Government Grants are showing at 82% for this point in the fiscal year.
2. We are at 86% of our total budgeted income for July through May 2022.

Expenses:

1. We are at 78% of budgeted expenditures for the month end of May and 87% for July through May 2022.

6560 – Salaries and Wages – Salaries and wages are showing at 86% for July through May 2022.

7010 – Employee Benefits – Benefits are at 69% due to turnover in staff and will take some time to show an increase due to the probationary period of new staff receiving benefits.

7100 – Programs Services –

- 7109 – Supplies were over budget by 123% for May 2022. The budget is showing at 272% for July through May 2022. The increased May expenses were due mostly to a live auction item which will be recouped and a yearly expense for our online work platform called Smartsheets. The year to date over budget amount is due to final spending for three VOCA grants, one state PCCD Grant, and PCADV FVPSA Cares Act grants that closed on 9.30.21.
- 7130 – Telephone and Communications – 69% over budget for July through May 2022. This is an ongoing trend due to the cost of additional lines and services added to allow for remote work or to ensure operations continue to run smoothly during the pandemic and fluctuating needs. These costs will be covered under grant modifications.

7200 – Programs Expenses – Other –

- 7210 – Advertising – 104% over budget for July through May 2022. Advertising costs continue to increase due to job postings for staffing vacancies.
- 7240 – Insurance –General – 55% over budget for July through May 2022 – some increased cost with the addition of three new vehicles to our insurance policy and an overall underbudgeting occurrence with an increase in premiums for the beginning of the FY.
- 7260 – Professional Fees – Showing at 83% over budget, mainly due to contracted Attorney Fees.

7270 – Repairs and Maintenance – showing over by 61%. This is a result of our final VOCA spend out, including the following repairs at our safe houses: Union County: repair to all exterior fire escapes, repair of front porch floorboards, painting of the front exterior of the property. Northumberland County: purchased an emergency generator, replaced of entire sidewalk on the Chestnut Street side, and repaired the rock retaining wall in front of the property.

7700 – Program Expenses-occupancy – Although as a total, program expense occupancy is under budget looking at the individual accounts of **Rent** and **COC Rental Assistance** separately shows Rent is over budget and COC Rental Assistance is under budget.

- **7710 - Rent** – showing over by 58% for July through May 2022. As stated in previous Finance Reports, this is due to underbudgeting the expense for all various office rentals across our three-county service area. Changes will be made within grant modifications to address and correct.
- **7712 – COC Rental Assistance** - 86% under budget for July through May 2022 due to limited utilization of CoC Rental and Financial Assistance.

7720 - Utilities – showing over by 44%. The safe house utility usage is up especially for water and sewer usage.



June 2022 AGENCY REPORT

CEO REPORT

by Mae-Ling Kranz, CEO

May was a busy month with primary focus given to finishing up any required grant renewals and in preparation for our annual charity auction as we closed in on final sponsors and donors.

Our annual auction was a great success! With personal budget goals of raising \$50,000 in sponsorships for the event and netting \$100,000 at the end of the event, I am excited to report that we did both! This was our most successful auction ever with us raising approximately \$126,000 total and netting right around \$110,000!

Thank you for all the help from each of you, and especially the members of the board who are on the auction committee! On to planning next year's event!

We also saw a few major staffing changes towards the end of May/beginning of June with the resignation of Tara Ulrich, Programs Director, and the new board-approved Organizational Chart change showing two Program Directors breaking that previous role into two. Jamie Grobes, previously Legal Advocacy Coordinator, and Shannon Fisher, previously Counseling Advocacy Coordinator. We are excited and pleased to see them in their new roles!

Additionally, we filled our long-vacant position of Residential Services Coordinator. Allison Holmes joined the team and is working through orientation at this time! Her photo will be forthcoming in the next board report.

Operations at the Northumberland County Safe houses were temporarily paused as there was a sewage issue in the basement with a collapsed line. We were able to have the existing cement floor removed and a PVC pipe placed where the previously clay pipe was, fixing the issue with the line. The house has since reopened. We are thankful this was not a larger issue! All other services remain fully operational at this time.

PROGRAMS DIRECTOR REPORT

by Mae-Ling Kranz, CEO

With Tara Day Ulrich's exit from the Program Director role, and the promotion of Jamie Grobes and Shannon Fisher into their new board-approved roles as dual Program Directors, there is no specific report to provide in this section this month as Jamie and Shannon report in other sections as part of their former roles. Shannon is responsible for supervising the Counseling Department, the safe houses, and our housing program and will be working with the rest of the Leadership Team on evaluating our best practices being utilized internally for programming. Jamie is responsible for the Transitions Legal Center, Legal Advocacy, and Fairl Family Justice Center, and will be working with the remainder of the Leadership team on improving our systems advocacy efforts in our communities.

LEGAL ADVOCACY REPORT

by Jamie Grobes, Program Director

New Legal Referrals	79
PFA/SVPO Petitions Filed	10
Snyder County	0
Union County	1
Northumberland County	9
PFA/SVPO Hearings Held	22
Snyder County	2

Union County	0
Northumberland County	20
Other Petitions and Hearings	7
Emergency Custody	3
Preliminary Hearing	2
Indirect Criminal Contempt	1

SAFE HOUSE REPORT

by, Shannon Fisher, Program Director

Safe house requests appear to have slowed during the month of May. The Northumberland County safe house was temporarily closed due to a collapsed sewer pipe. All guests were moved to the Union County safe house during the disruption. The safe house was closed for approximately 2 weeks while bids were received, and the repairs completed. During that time, the emergency generator was finally installed following several delays related to supply chain problems and worker shortages.

	Adults	Children
Number of New Clients	3	10
Number of Safe House Nights	407	407

FAIRL FAMILY JUSTICE CENTER REPORT

by, Jamie Grobes, Programs Director

Megan Kopitsky had hit the ground running in her new role as the FJC Coordinator. Drawing from her experiences as a Visitation Monitor at the FJC for years, she's able to pull from real experience and apply her recent academic accomplishments. Megan just completed her Master's and her thesis at Bucknell University with a focus on adverse childhood experiences and the coloration of campus sexual assault. Many of the staff took the opportunity to attend her presentation as she defended her thesis and were amazed by the caliber of dedication and understanding that she has of victim trauma and sexual assault survivors. As an organization, we are thrilled to have such a tremendous resource in her and plan to capitalize on her efforts and knowledge to better serve victims as a whole.

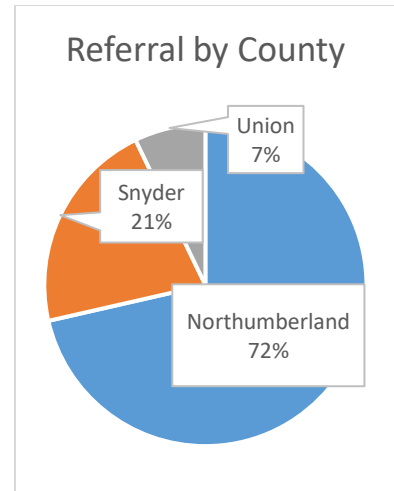
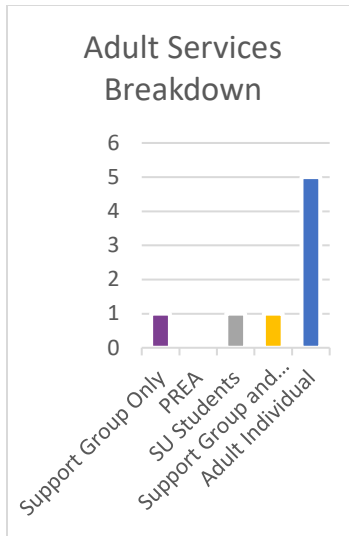
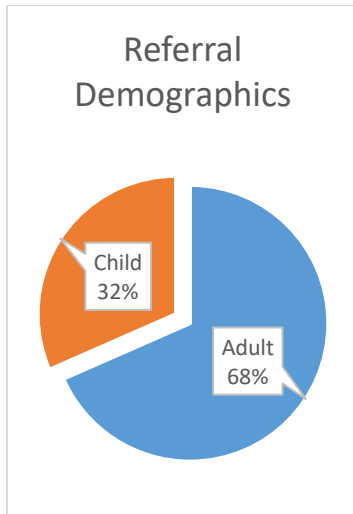
Melissa Whistler is our new Visitation Monitor. She had started her training before Megan's start and is nearly completed with that process. Interviews are being scheduled over the next week to fill the remaining Visitation Monitor positions.

	Visits	Exchanges
May 2022	0	0

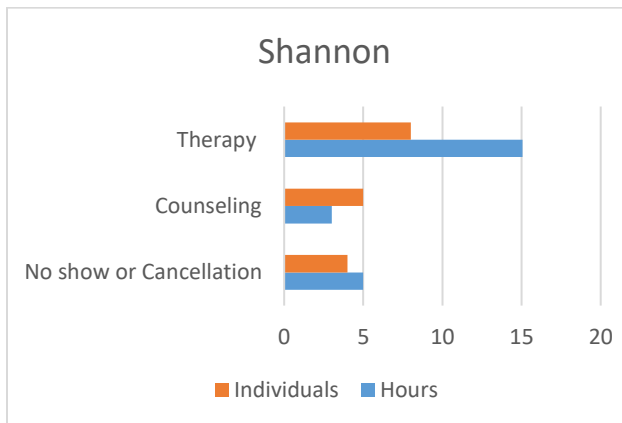
COUNSELING SERVICES REPORT

by Shannon Fisher, Programs Director

During the month of May 2022 all referrals for individual child and adult services were suspended, except for adult group referrals. Referrals could be submitted for tracking purposes, but clients were told we were unable to take on new counseling clients. The suspension of new clients for counseling services is due to existing caseloads, waitlists, and limitations for counseling staff. Clients could still receive crisis counseling through the hotline. Safe house clients still received services. Referring advocates were also asked to check in on clients who requested counseling services. Despite being requested to still put referrals through for tracking purposes, there was a sharp decline in the number of referrals made for counseling services in May 2022. There were 15 referrals received, 6 children and 9 adults. Of the child referrals, 5 were for children in the safe house and 1 was a community-based referral. Of the 9 adult referrals, 1 was a student at Susquehanna University and 1 was a safe house guest, the remaining 7 referrals were community-based adult referrals.

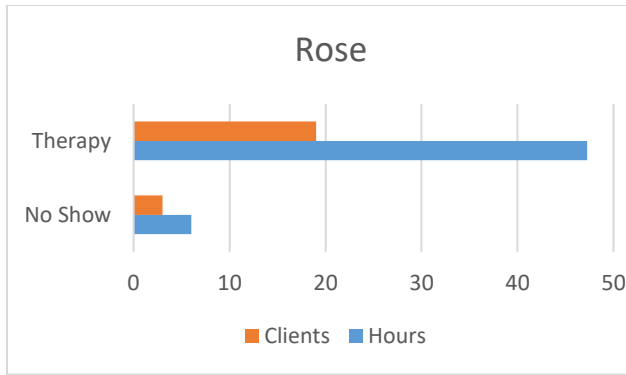


Shannon – Counseling Advocacy Coordinator



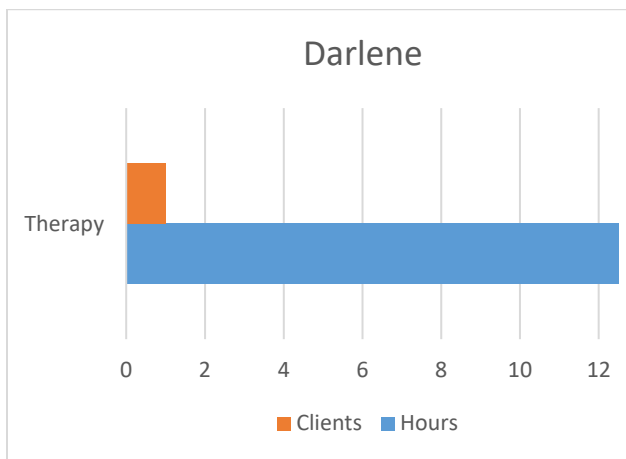
Shannon's time outside of counseling and therapy sessions was spent training new hires and supporting new staff and learning the role of the program director as it specifically pertains to understanding the housing program. Shannon also filled in at the FJC supervising visitation due to staffing shortages. Shannon was also on vacation for one week of the month as demonstrated by the decrease in hours of services provided.

Rose – Therapist



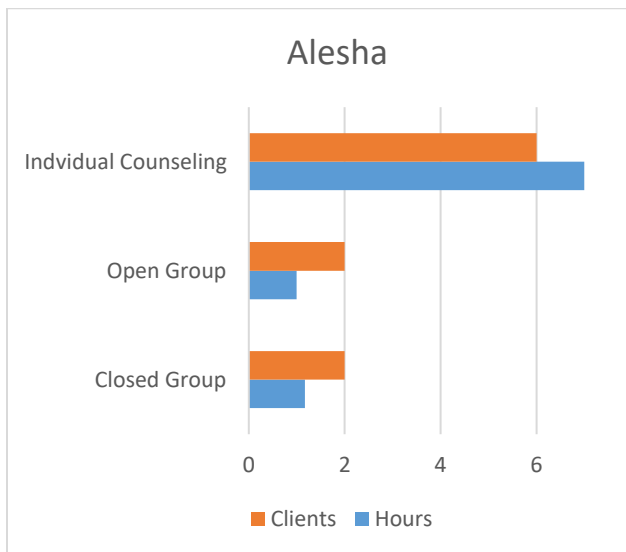
Rose’s time outside of therapy sessions was spent providing system advocacy, participating in EMDR group supervision, and studying for the clinical licensing exam. She also spent time collaborating for the public showing and panel discussion for Wisdom of Trauma. Rose passed her Clinical exam. Rose participated in the Self-Care Summit. Rose was off for one week of the month.

Darlene – Contracted Therapist



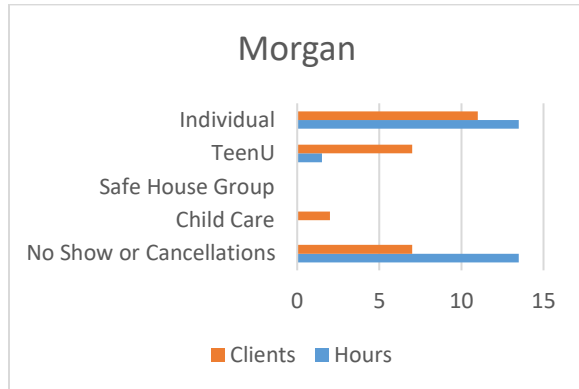
Darlene has one client to whom she is currently providing services.

Alesha – Group Facilitation Specialist



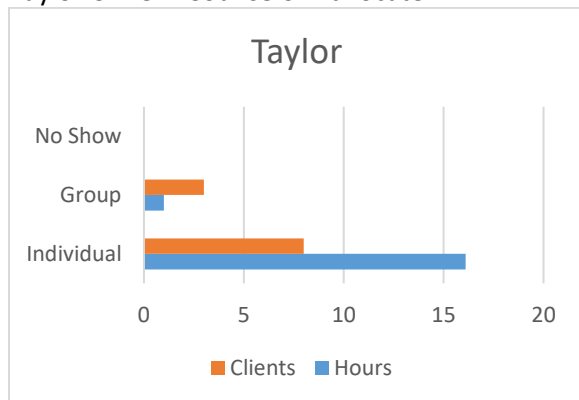
Alesha served 120 people through community groups for a total of 5.83 hours of group time. She had 22 people disclose human trafficking. Due to resuming her groups at White Deer Run, Alesha spent time outside of her direct client time training staff on how to assist in entering group information into the electronic database which is extremely time-consuming. Alesha continues to be enrolled in a graduate social work program. Alesha assisted in covering supervised visits at the FJC and hotline as needed. Alesha participated in the weeklong training on Diversity, Equity and, Inclusion and was also on vacation for one week of the month.

Morgan – Child Advocate



Morgan’s caseload had some changes in May with closing children and taking on new ones. Morgan has also done some system advocacy in the month by joining the education staff at community events. TeenU at the REC ended on May 21, 2022 and will resume in the fall. Morgan participated in the weeklong training on Diversity, Equity, and Inclusion. There were no children in the safe house present for the group.

Taylor Ulmer - Counselor Advocate



Taylor’s caseload decreased during the month due to the number of guests in the safe house decreasing and a few guests declining the services. Taylor continued to work on the ‘Red Rover’ program for pets affected by DV. She attended a training in May on this topic and presented the information to her supervisor for further discussion with leadership. Taylor has covered hotline and safe house as needed, filled vacancies at the FJC for supervised visitation, and provided childcare. Taylor continues to

seek out additional counseling-related training to hone her skills and benefit her clients. Due to partial staff-wide training, Taylor spent a full week in the safe house in May to assure guests’ needs were managed. Taylor continues to look at her schedule and find a good time to offer safe house group to generate more participation from guests.

Albra Heineman - Campus Advocate

Albra began her employment with Transitions of PA on May 2, 2022. Albra spent 2 weeks completing the required modules and classroom training before being stationed at Susquehanna University full time. In the time she has been at Susquehanna, Albra has reached out to and met with several students, The Engaging Men’s Committee, Campus Safety, met with the Dean and Title IX Coordinator. She also participated in interviews for AVP Candidates for Student Life. Albra also worked with the Title IX Coordinator to write and submit a \$10,000 grant application through the Pennsylvania Coalition of Domestic Violence. This grant would create an educational pro-social program that promotes healthy relationship development, peer mentorship, and support, with the goal to foster a safe and supportive community environment for LGBTQIA+ youth and emerging adults residing in Snyder County and students at Susquehanna University. Albra has submitted a request to complete the Koru Mindfulness teacher certification. Koru Mindfulness is an evidence-based curriculum specifically designed for teaching mindfulness, meditation, and stress management to college students and other young adults. Certification would allow Heineman to use the techniques in her work with SU students and staff and in-house residents at Transitions.

Additional Training & Assessments

- Completed ATIXA (Association of Title IX Administrators) Webinar: “Strategies to Prevent Student Sexual Violence”.
- Completed Clifton Strengths Assessment – Results: Input, Adaptability, Intellection, Ideation, Empathy
- Applied for membership to CAPP (Campus Advocacy & Prevention Professionals). This selective organization is made up of professionals from across the county who come together to share ideas and programming.
- Applied to serve on the board of the Penn State Harrisburg Institute of State and Regional Affairs (ISRA) Rural Needs Assessment Advisory Board and the “An Exploration of Intimate Partner Violence in Rural Pa” project.
- Completed *Sexual Citizens* Space Toolkit Training. *Sexual Citizens* by Jennifer S. Hirsch and Shamus Khan represents an entirely new way to understand sexual assault. Their insights transcend current debates about consent, predators in a “hunting ground”, or the dangers of hooking up. *Sexual Citizens* reveals the social ecosystems that make sexual assault a predictable element of life on a college campus. The powerful concepts of sexual projects, sexual citizenship, and sexual geographies provide a new language for understanding the forces that shape young people’s sexual relationships.
- Created Orientation Video for Everfi Modules – all SU students must complete the training. The video included a short overview of the services offered by Transitions at SU, the location, of the VIP Center, and a short bio of Heineman.
- Invited panelists for an upcoming Penn State University and Susquehanna University for “Leap: Leadership 101 Pre-College Program” for emerging adults. Heineman will speak on the topic of “Social Change at Work” and how commitment is defined in the social change pillar model as *an intrinsic passion, energy, and purposeful investment toward action. Commitment without self-awareness can be easily misdirected. Commitment is also the energy to serve the group and its goals.*

HOUSING REPORT

by Nina Blair, Housing Coordinator

The housing department is currently in the process of obtaining more referrals for the PSH and RRH Programs. All clients enrolled are currently housed and successfully maintaining housing. (3) have gained employment, (2) are currently actively working on higher education, one graduating this fall 2022, with a master’s. The housing team has been productive in landlord engagement, incl. most recent invitation with the Lycoming County Housing Coalition, Landlord Resource Fair. Nina has obtained SOAR certification and Brooke and Suzanne are currently, working on obtaining their certifications as well. (4) Successful exits this month, survivors, still maintaining housing and self-sufficiency. (1) household, had a healthy baby boy and adjusting well.

Vacant Positions RRH Advocates X's 2

Rapid Rehousing 7 households currently enrolled
7 currently housed
2 Successful Exits

Permanent Supportive 6 households currently enrolled
6 currently housed
2 Successful Exits



Relocation Funds/Homes for Good Assisted 3 Survivors and their families in relocating and obtaining/maintaining housing with Homes for Good Grant. Assisted 2 survivors with household goods/needs.

Economic Justice Grant Assisted 3 Survivors with new bikes, 10 with transportation (gas cards & Bus tickets), Assisted 4 survivors with interview/employment clothing needs

DV Coordinated Entry **by Jennifer Taylor, DV Coordinated Entry Specialist**

- Partnership engagement:
 - By Name List case management calls (with Regional Managers, mainstream providers, and victim service providers) - 12
 - Regional Homeless Advisory Boards (Including CoC Veterans meetings) - 3
 - DV Coordinated Entry Planning partner meetings (with PCADV, United Way, and/or Capacity for Change) – 4
 - Susquehanna University stakeholder’s meetings and campus tour for newly hired Campus Advocate
- Training Provided:
 - Domestic Violence for Coordinated Entry
 - Newly hired Regional Manager for the Lehigh Valley
- Training Received:
 - 5-Day retreat
 - Beyond Diversity 101
- Case management/direct services for Continuum of Care DV survivors (‘caseload’)
 - 7 clients

EDUCATION REPORT **by Lisa Eroh, Outreach Coordinator**

May 2022 Social Media Engagement Statistics

Transitions Google Profile report:

- 219 people visited our website from our profile (decrease = 2%)
- 120 people reached out via telephone (increase = 8%)
- 1,094 profile views (decrease = 5%)
- 351 searches (decrease = 8%)

Facebook:

- Reached 7,536 people (decrease = 41.5%)
- Received 1,786 likes
- Age range with largest representation = 35-44 (for both women and men)

Instagram:

- Reached 107 people (decrease = 64.7%) (we were having some technical difficulties with our Instagram account)
- 394 followers
- Age range with largest representation = 35-44 (women) and 25-34 (men)



Lisa Eroh, M.A.
Outreach Coordinator

- Provided new staff training
- Took part in the Coffee Day at Kelly Elementary School (66 staff attendees)
- Assisted Heather Shnyder with the student programs at Selinsgrove High School
- Started to provide supportive counseling services to individual
- Took part in the Summer Kick-Off tabling event at Shikellamy High School
- Worked on solicitation for auction
- Attended auction committee meetings



Heather Shnyder
Health Systems Training Specialist

- Provided the Human Trafficking Training to new staff
- Took part in the Coffee Day at Kelly Elementary School (meet and greet with staff)
- Met with Evangelical Community Hospital mobile unit to discuss ways that we can collaborate with our clients who are unable to get to medical providers' offices
- Delivered the Student Commercial Sexual Exploitation Program to 108 students at the Selinsgrove High School
- Started to work with an intern, Larissa Shearer, from the YES to the Future Program
- Attended the Senior Health & Wellness Day at the Miller Center (sponsored by Evangelical Community Hospital)



Nicole Yeager
Education Specialist

- 2 counseling sessions with 1 adult clients
- Created and published 15 social media posts on the Transitions Facebook and Instagram Page
- Presented 2 programs at Linntown Intermediate School
- Held 2 TeenU sessions at the Selinsgrove R.E.C.
- Assisted with Auction solicitation
- Started to work with Teen Counseling client

“This month marks my return from maternity leave on May 9th. This month we held the final TeenU session for the school year with plans to restart the program in the fall. We are also working on starting another TeenU program at the Donald Heiter Center in Lewisburg.” - Nicole



Jolene Nickle
Education Specialist

- Took part in the Coffee Day event at Kelly Elementary School
- Met with area organizations (the REC, The Miller Center, Sunbury YMCA, Mifflinburg YMCA, CSIU, BVRA, and the Donald Heiter Center) to discuss providing programs at their summer camps
- Attended the Northumberland County Head Start Policy Council meeting with Heather S.
- Provided the Safe Dates program to 5 students in CSIU 5 Start program
- Attended the MACC Kids Fair and provided instructional games for children, spoke with parents as well as other community partners who were in attendance
- Planned half-day camps for area schools and disseminated information to those schools

To check out more of what is happening with the Transitions of PA team, check out our website and social media accounts by clicking on the icons below.





AUCTION COMMITTEE

Meeting Minutes

DATE: May 19, 2022

TIME: 12:00 PM

LOCATION: Zoom

MEMBERS PRESENT: Sheri Rippon, Mae-Ling Kranz, Susan Mathias, Lisa Eroh, and Tracy Strosser

PRESENTED BY: Sheri Rippon

MINUTES TAKEN BY: Tracy Strosser

TOPIC	DISCUSSION	ACTION
Sponsorships	We need \$5,000.00 to meet our goal of \$50,000. - We are waiting to hear from the Degenstein Foundation. Our Total Goal is \$100,000.00	
Live Auction	We are set with 10 packages.	
Silent Auction	We are still receiving items and entering data.	
Table Decorations	The Cookies are ordered, and we have received the heart seed packs for table favors.	
Program	Mae-Ling is working to complete it by the middle of next week.	
Press Release	Mae-Ling asked Susan for help on the press release for the Award recipient.	
Media	Sheri and Mae-Ling will secure radio spots.	
Setup	June 7 th at 1:00 pm start at SU June 8 th at 9:00 am start at SU	
Next Meeting Dates:	<ul style="list-style-type: none"> - May 26th at Noon via Zoom. - June 1st at 6:00 pm at Bull Run Tap Room (backroom). 	

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AUCTION
SUBCOMMITTEE
DESSERT DASH
Meeting Minutes

DATE: May 24, 2022

TIME: 6:30 PM

LOCATION: Conference call

MEMBERS PRESENT: Leslie Temple, Diane Elliott, and Tracy Strosser

PRESENTED BY: Leslie Temple

MINUTES TAKEN BY: Tracy Strosser

TOPIC	DISCUSSION	ACTION
The day before pick-up and Event	<ul style="list-style-type: none">- Make a courtesy call to donors to remind them of the Auction.- Take items to SU for refrigeration.	
Confirmed Donors	<p>We have 18 confirmed and need to get 17 more for a total of 35. Diane and Leslie will make phone calls to get the last 17 needed to meet our 35 goal.</p>	
Table Decorations	<p>Four tables with one large bouquet of flowers, white lights, and white tulle to go around the tiers of desserts.</p>	
Promote Donors	<p>Create 5X7 cards to promote the businesses.</p>	

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AUCTION COMMITTEE

Meeting Minutes

DATE: June 1, 2022

TIME 6:00 PM

LOCATION: Bull Run Tap House - Backroom

MEMBERS PRESENT: Sheri Rippon, Susan Mathias, Mae-Ling Kranz, Lisa Eroh, and Tracy Strosser

PRESENTED BY: Sheri Rippon

MINUTES TAKEN BY: Tracy Strosser

TOPIC	DISCUSSION	ACTION
Media and Promotion	<ul style="list-style-type: none">• Sheri will write up a PSA (Public Service Announcement) to promote the Silent Auction for the Radio and possible TV.• Lisa will promote through Facebook Live.	
Silent Auction	We have 155+ packages prepared for the Silent Auction. We plan on taking the jewelry, lamps and artwork to the live event along with other items that need to be seen.	
Revenue and Expense Update	We discussed our current numbers and what we expect our expenses will be for the event.	
Check-in/out	<ul style="list-style-type: none">• The check-in: we must confirm sing the same Credit Card that is on file and give the program with the correlating number.• The check-out will go faster because we have CCs and people can just leave because we will deliver the items if they prefer.	



**FINANCE COMMITTEE
MEETING MINUTES**

DATE: 05/23/2022 **TIME:** 3:30 p.m. **LOCATION:** Zoom

MEMBERS PRESENT: Ed Sigl, Toni Byrd, Helen Nunn, Mae-Ling Kranz, Jan McGrath

PRESENTED BY: Ed Sigl

MINUTES TAKEN BY: Jan McGrath

TOPIC	DISCUSSION	ACTION
<p>1) Dashboard, financials and narrative for April 2022 and year-to-date were reviewed.</p> <p>2) Mae-Ling is awaiting quotes on the insurance rates.</p> <p>3) Finance will present a draft budget at board this month.</p> <p>4) Shamokin Safe House has a collapsed sewer line.</p> <p>5) Auction numbers are good, and we are anticipating a very good return on the fundraiser.</p>	<p>Ed noted that the receivables and revenue are down, but they will be up in May.</p> <p>There is a capital fund for the Shamokin House that has a balance of \$21,987. Regardless, the repairs will need done once estimates have been received.</p>	

Mission: Transitions is a crisis center that provides advocacy, empowerment, and education to victims, survivors, families, and communities to end patterns of violence and abuse. July 1, 2022 – June 30, 2025

Strategies: STRIVE FOR RACIAL JUSTICE	Objectives /Actions	Timeline/ Measures	Accountable Person(s)
<p>Strategy #1: Ensure Transitions of PA, its employees, board members, and volunteers live the values of diversity, equity, and inclusion (DEI).</p>	<p>Objective 1: Using dedicated grant funding for DEI initiatives, work with a DEI consultant to provide in-depth training to employees, the board of directors, and volunteers.</p> <p>Objective 2: Use dedicated grant funding for DEI initiatives. Work with a DEI consultant to review and advise on organizational hiring and promotion practices, HR policies & employee handbook, procurement practices, governance, training, employee grievance process, program policies, etc.</p> <p>Objective 3: Reinvigorate the Transitions of PA Social Justice Committee designed to nurture diverse talent within the organization and drive ongoing social justice work within the organization by allocating a budget to racial justice initiatives.</p>	<p>FY22-23 and ongoing</p> <p>FY22-23 and ongoing</p> <p>2nd Quarter FY22-23; maintain ongoing</p>	<p>CEO Grants and Compliance Dir. Program Directors</p> <p>CEO Grants and Compliance Dir. Program Directors</p> <p>Program Directors</p>
<p>Strategy #2: Ensure Transitions of PA creates paths to hire and promote more people of color, underrepresented communities and survivors.</p>	<p>Objective 1: Do not place unnecessary value on formal credentials in advertising, hiring, or promotion practices.</p>	<p>Immediately and ongoing</p>	<p>CEO Grants and Compliance Dir. Program Directors Coordinators</p>

<p>Strategy #3: Center racial justice in our work with victims and survivors and each other.</p>	<p>Objective 2: Ensure Transitions has fully developed comprehensive DEI policies in place and that our practices meet those policies.</p>	<p>4th Quarter FY22-23</p>	<p>CEO Grants and Compliance Dir. Program Directors Coordinators</p>
	<p>Objective 3: Develop a process to prioritize professional development and educational opportunities for employees of color.</p>	<p>4th Quarter FY22-23</p>	<p>CEO Grants and Compliance Dir. Program Directors Coordinators</p>
	<p>Objective 1: Provide training on implicit biases to help the team challenge their own individual biases that may negatively impact their work with victims and survivors.</p>	<p>Annually</p>	<p>Program Directors</p>
	<p>Objective 2: Disaggregate data by race across all departments and analyze for gaps in services and outcomes.</p>	<p>Bi-annually and ongoing</p>	<p>Grants and Compliance Dir. Program Directors</p>
	<p>Objective 3: Solicit feedback from all clients, but specifically BIPOC (black, indigenous, and people of color) individuals about their experiences receiving services.</p>	<p>Immediately & ongoing</p>	<p>Program Directors</p>

QUALITY AND EFFECTIVENESS	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
<p>Strategy #1: Enhance advocacy effectiveness.</p>	<p>Objective 1: Research best practices in service provision.</p> <ul style="list-style-type: none"> • Implement practices to improve service provision. • Create programming/departmental operations manual for each service. • Ensure ongoing training requirements are met annually. <p>Objective 2: Evaluate services utilizing ESQ LF surveys.</p> <ul style="list-style-type: none"> • Utilize data received to provide feedback and evaluate opportunities for improvement. • Share data with employees for discussion and opportunities to create improvement plans when necessary. <p>Objective 3: Implement a tool to measure client perceived safety after services.</p>	<p>Begin by 3rd Q in FY22-23 1st Q FY23-24</p> <p>2nd Q FY23-24</p> <p>Annually</p> <p>Immediately and ongoing</p> <p>1st Q FY23-24</p>	<p>Grants and Compliance Dir. Program Director</p> <p>Grants and Compliance Dir. Executive Assistant</p> <p>Program Directors</p> <p>Grants and Compliance Dir. Program Directors Coordinators</p> <p>CEO, Grants and Compliance Dir., Directors, Coordinators Grants and Compliance Dir.</p>
<p>Strategy #2: Utilize the CQI (continuous quality improvement) process to review, make recommendations, plan, and implement changes and improvements.</p>	<p>Objective 1: Create ongoing opportunities for staff to engage in the CQI evaluation process.</p> <p>Objective 2: Review policies and procedures annually.</p>	<p>3rd Q FY22-23 and ongoing</p> <p>Ongoing as scheduled</p>	<p>CEO, Grants and Compliance Dir., Program Directors, Coordinators</p>

<p>Strategy #3: Enhance the development of organizational management.</p> <p>Strategy #4: Continue to strive to serve as a role model for other like organizations in the identification, implementation, and measurement of service and program outcomes resulting in added breadth and depth to Transitions’ portfolio.</p> <p>Strategy # 5: Evaluate PANO and other Non-profit accreditation opportunities</p>	<p>Objective 3: Update policies and procedures as necessary.</p> <p>Objective 1: Assess the training needs of the leadership and management team.</p> <ul style="list-style-type: none"> • Create training plans for coordinators and directors to develop and enhance organizational management skills. <p>Objective 1: Complete the established Enterprise Risk Management (ERM) process to identify risks across the organization.</p> <ul style="list-style-type: none"> • Develop and test mitigation plans. • Monitor identified risks and scan for emerging risks. <p>Objective 1: Determine if accreditation is appropriate for Transitions to pursue.</p> <p>Objective 2: Begin the accreditation process, if appropriate.</p> <p>Objective 3: Complete accreditation successfully, if appropriate.</p>	<p>As needed</p> <p>Begin 1st Q FY22-23</p> <p>Fully Implemented 1st Q FY23-24</p> <p>Annual – FY 4th Quarter</p> <p>FY22-23</p> <p>FY23-24</p> <p>FY24-25</p>	<p>CEO, Directors, Coordinators</p> <p>CEO, Directors, Board Executive Committee</p> <p>CEO, Directors, BOD</p>
<p>ORGANIZATIONAL DEVELOPMENT</p>	<p>Objectives/Actions</p>	<p>Timeline/ Measures</p>	<p>Accountable Person(s)</p>
<p>Strategy #1: Improve organizational learning and development needs that align with funder requirements and overall organizational priorities.</p>	<p>Objective 1: Ensure ongoing opportunities for professional growth and development of Transitions employees, prioritizing opportunities.</p>	<p>Immediately and ongoing</p>	<p>CEO, Directors, Coordinators</p>

	<p>Objective 2: Empower the Social Justice Committee to revise training for new employees using a DEI lens.</p> <p>Objective 3: Develop a formal process for training and onboarding to ensure that individuals are meeting training goals.</p> <ul style="list-style-type: none"> • Develop pre and post-test for each training module and require proficiency or retraining. • Develop a process to ensure existing employees receive updated training that is aligned with best practices. <p>Objective 4: Establish an in-service training schedule for the organization, board of directors, and volunteers.</p>	<p>Immediately and ongoing</p> <p>End of 2nd Q FY22-23</p> <p>Dec. 2022</p> <p>June 2023</p> <p>September 2022, annually going forward</p>	<p>CEO, Directors, Coordinators</p> <p>Directors, Coordinators</p> <p>Directors, Coordinators</p> <p>Grants and Compliance Dir.</p> <p>CEO, Directors, Board President and VP.</p>
ORGANIZATIONAL CULTURE	Objectives/Actions	Timeline/Measures	Accountable Person(s)
Strategy 1: Improve employee satisfaction.	<p>Objective 1: Develop a process to anonymize employee satisfaction surveys.</p> <ul style="list-style-type: none"> • Facilitate an annual employee satisfaction survey • Provide survey results to employees for discussion and planning • Plan and address change as appropriate 	<p>April 2023</p> <p>Annual FY 4th QTR</p> <p>As needed</p>	<p>CEO, Directors</p> <p>Grants and Compliance Director</p>

Strategy 2: Create balance and transparency regarding the needs of the organization and the needs of employees.	Objective 1: Develop a transparent statement on how decisions are made.	December 2022	CEO & Directors
ADVOCACY	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
Strategy #1: Approach all advocacy in an anti-oppressive, trauma-informed, culturally specific manner.	Objective 1: Incorporate conversations around DEI issues into staff meetings, departmental meetings, and individual supervisions.	Immediately and ongoing	CEO, Directors, Coordinators, all employees
	Objective 2: Incorporate questions around DEI into client satisfaction surveys.	1 st Q – FY2	Grants and Compliance Director, Program Directors
Strategy #2: Take a stand on racial, economic, and social justice issues that suppress Transitions’ core values and impact the needs of victims and survivors.	Objective 1: Release position statements on racial, economic, and social justice issues.	As appropriate	CEO
	Objective 2: Publish editorials in local newspapers highlighting the intersections between trauma and oppression.	2x per year	CEO
	Objective 3: Allow staff from communities affected by racial, economic, and social justice issues to weigh in on policy statements before they are released to the public.	Prior to each submission	CEO

SAFETY	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
<p>Strategy #1: To assure ongoing attention to safety as one of Transitions' primary responsibilities to employees and clients.</p>	<p>Objective 1: Re-invigorate the Safety Committee.</p>	By October 2022	CEO & Directors
	<ul style="list-style-type: none"> Establish a committee lead from employee participation. 	By October 2022	CEO & Directors
	<ul style="list-style-type: none"> Schedule regular meetings for review of safety concerns (all forms) 	Quarterly	Committee Lead
	<ul style="list-style-type: none"> Review all incident reports, anonymously to discuss and share ways to prevent future incidents, if possible. 	Quarterly	Committee Lead, Safety Committee
	<ul style="list-style-type: none"> Present information to Leadership 	Quarterly	Committee Lead
	<p>Objective 2: Perform monthly physical site audits/safety checks at each office building.</p>	Monthly	Employee Designee for each site.
<p>Strategy #2: Assure data security through cyber security improvements.</p>	<ul style="list-style-type: none"> Create appropriate safety checklists for each location. 	December 2023	Leadership/Coordinators
	<ul style="list-style-type: none"> Hold monthly fire/safety drills 	As appropriate or required by funding contracts.	Coordinators or designee
	<ul style="list-style-type: none"> Provide all documentation to Safety Committee Lead. 		
	<p>Objective 1: Obtain a stand-alone cyber security insurance policy.</p>	Q1 – FY22-23	CEO
<p>Objective 2: Review, Update, and Train/Re-train employees on cybersecurity-related policies, issues, and concerns.</p>	Annually	CEO, Grants and Compliance Director, Program Directors	
<p>Objective 3: Fully Implement MFA on all</p>	End of Q1 – FY22-	CEO, Executive Assistant	

	agency-owned computers/and laptops. <ul style="list-style-type: none"> • Train employees on usage • Train employees about various risks: phishing, malware, ransomware, etc. 	23 Annually	Directors
EDUCATION & OUTREACH	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
Strategy #1: Assure ongoing outreach and preventative education programming within the service area.	Objective 1: Develop metrics and goals for education and outreach departments to measure efficacy. Meet established metrics and goals established in all funder work plans.	FY 2023 Annually	CEO, Grants and Compliance Director, and Outreach Coordinator
	Objective 2: Review and revise current prevention education curriculums through a DEI lens.	Ongoing	Directors and Coordinators
	Objective 3: To conduct outreach that increases awareness of Transitions to an identified underserved population, local agencies, civic groups, and clergy.	Ongoing	CEO, Outreach Coordinator
Strategy #2: Enhance outreach to underserved and historically marginalized groups.	Objective 1: Develop relationships with leaders in underserved communities to find where Transitions can support existing initiatives in those communities.	Ongoing	CEO, Outreach Coordinator
Strategy #3: Enhance outreach, training, and TA to medical professionals.	Objective 1: Incorporate information on racial disparities among survivors into training and TA for medical providers.	Year 1	Health Systems Training Specialist, and Outreach Coordinator.

<p>Strategy #4: Focus on the resiliency of youth in all forms of programming to support the mental health needs of youth in our community.</p> <p>Strategy #5: Build program dept through the support of volunteers and interns.</p>	<p>Objective 2: Prioritize outreach to medical professionals in underserved communities.</p> <p>Objective 3: Partner with local nursing programs to integrate training and TA into curriculums.</p> <p>Objective 1: Present topics to youth in any appropriate setting about resiliency, and healing from trauma with focus given to children from marginalized communities.</p> <p>Objective 2: Fully implement the I Am Brave curriculum within school districts.</p> <ul style="list-style-type: none"> • Measure outcomes <p>Objective 1: Successfully engage volunteers, AmeriCorps, interns, externs, etc.</p> <p>Objective 2: Successfully train 5-6 direct service volunteers to help support services within our organization.</p> <p>Objective 3: Hold bi-annual direct service volunteer training to develop a volunteer pool.</p>	<p>Year 2</p> <p>Year 3</p> <p>Year 1 & ongoing</p> <p>3rd Q – FY22-23</p> <p>Spring 2023</p> <p>Summer 2023</p> <p>Fall 2023/ Spring2024 and ongoing</p>	<p>Outreach Coordinator, Education Specialists</p> <p>Education Specialists</p> <p>CEO, Directors, Coordinators</p> <p>Outreach Coordinator, Directors</p>
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FINANCIAL VIABILITY			
Strategy #1: To continue on the pathway to enhanced financial viability (e.g., investments or endowment)	<p>Objective 1: To establish and implement a fundraising plan</p> <ul style="list-style-type: none"> • Develop fundraising benchmarks • Engage new private donors through donor development and new contacts <p>Objective 2: To enhance the Board's knowledge of financial viability and tracking results.</p> <ul style="list-style-type: none"> • Continue to improve monthly financials • Report on match tracking <p>Objective 3: Hold In-service training on financials for Board.</p>	<p>Annually</p> <p>Ongoing</p> <p>Monthly</p> <p>Quarterly</p> <p>Annually</p>	<p>CEO, Finance Director, Board of Directors</p> <p>CEO, Finance Director, Board Treasurer</p>
Strategy #2: Maintain current grant funding while working to successfully solicit new grant funds.	<p>Objective 1: Maintain positive relationships with current funders through ongoing engagement.</p> <p>Objective 2: Apply for new, appropriate funding as it becomes available.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>CEO, Grants and Compliance Director, Finance Director, and CEO</p>
Strategy #3: Successfully complete annual single audits.	<p>Objective 1: Complete a successful single audit with no findings annually.</p> <p>Objective 2: Release RFP and contract auditor as described in prior board documentation.</p>	<p>Annually</p> <p>Spring 2023</p>	<p>CEO & Finance Department</p> <p>CEO, Finance Director, Finance Committee, and full Board.</p>

BOARD OPERATIONS	Objectives/Actions	Timeline/ Measures	Accountable Person(s)
<p><i>Board Governance Committee:</i> Strategy #1: To continue support of Transitions as a learning organization dedicated to the employee, Board, and organizational development.</p>	<p>Objective 1: To enhance Board, CEO, and staff communication.</p> <ul style="list-style-type: none"> • Survey Board members regarding portal enhancements. • Committee chairs participate in scheduled monthly discussions with the CEO whenever possible. <p>Objective 2: To strengthen Board governance skills and committee participation.</p> <ul style="list-style-type: none"> • Assess Board training needs bi-annually and explore using Board retreats as a training delivery mechanism. • Include an assessment of Board member skills and interests in the annual Board member self-assessment. • Conduct at least one Board training session focused on a “futures” discussion. <p>Objective 3: To continue to support Transitions via regular Governance Committee activities.</p> <ul style="list-style-type: none"> • Review By-Laws annually and 	<p>Ongoing</p> <p>Monthly</p> <p>Bi-annually</p> <p>Annually</p> <p>Year 2</p> <p>Annually</p>	<p>Governance Committee, CEO</p> <p>Committee Chairs, and CEO</p> <p>Governance Committee</p> <p>Governance Committee</p> <p>Governance Committee, CEO</p> <p>Governance Committee</p>

<p><i>Finance Committee:</i> Strategy #1: Oversee all budgetary issues and monitor monthly variance reports and budget details of grants.</p>	<p>propose revisions to the Board as needed.</p> <ul style="list-style-type: none"> Review new Board member orientation procedures and materials and revise as needed. Conduct annual Board member self-evaluation survey Annually assess and evaluate the staff support needed by the Board to function efficiently Evaluate the current Data Dashboard prepared for the board and suggest changes as needed. <p>Objective 4: To maintain Board effectiveness, enthusiasm, and diversity, continue active recruitment and leadership development.</p> <ul style="list-style-type: none"> Inventory current Board composition as to skills and other attributes and use this information to drive future member recruitment. Continue Board succession planning for officers and committee leadership. <p>Objective 1: Meet monthly to review financials, A/R, Balance Sheets, and Variance Reports.</p>	<p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Ongoing and as needed</p> <p>Annually</p> <p>Ongoing</p> <p>Monthly</p>	<p>Governance Committee. CEO</p> <p>Governance Committee</p> <p>Governance Committee, CEO</p> <p>Board of Directors</p> <p>Governance Committee</p> <p>Governance Committee</p> <p>Finance Committee, Finance Director, CEO</p>
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<p>Strategy #2: Plan and implement financial goals and strategies to support the organization in carrying out its mission to assure sustainability and fiscal health.</p>	<p>Objective 1: Review the annual budget and make recommendations as appropriate.</p>	<p>April – June Annually</p>	<p>Finance Committee, Finance Director, CEO</p>
	<p>Objective 2: Review and revise Financial Management/Fiscal Policy based on the recommendation from organizational leadership.</p>	<p>September 2022 March 2024</p>	<p>Finance Committee, Finance Director, CEO</p>
<p><i>Personnel Committee:</i> Strategy #1: Discharge responsibilities as outlined in Transitions of PA’s by-laws.</p>	<p>Objective 1: Review and make recommendations regarding salary scale for optimal hiring and retention of staff.</p>	<p>Annually, or as needed</p>	<p>Personnel Committee</p>
	<p>Objective 2: Make annual recommendations to the Finance Committee re: COLA increases.</p>	<p>May Annually</p>	<p>Personnel Committee</p>
	<p>Objective 3: Review and update Employee Handbook/Personnel Policies</p>	<p>September 2022</p>	<p>CEO, Grants and Compliance Director, Personnel Committee</p>
	<p>Objective 4: Review employee benefits and make recommendations to the Finance Committee as appropriate.</p> <ul style="list-style-type: none"> • Health Insurance • Family Leave • Increased EAP Support • Wellness Opportunities 	<p>September 2022</p>	
	<p>Objective 5: Participate in the Grievance Procedure as described in the handbook.</p>	<p>As needed</p>	<p>Personnel Committee</p>

<p><i>PR & Development:</i> Strategy #1: Support branding, marketing, and communication efforts of the organization.</p> <p>Strategy #2: Board of Directors will distribute Transitions branded information to known individuals within the community to raise awareness of available services.</p> <p>Strategy #3: Board of Directors will participate in awareness events to support the organization either through attendance or volunteering.</p> <p>Strategy #4: Board of Directors will connect potential donors to Transitions.</p>	<p>Objective 1: Will review and provide feedback on PR, Development, and Marketing plans of the organization through appropriately branded materials.</p> <p>Objective 1: Transitions staff will develop and prepare quarterly marketing materials to give to board members about Transitions.</p> <p>Objective 2: Board members will distribute all materials within a three-month period.</p> <p>Objective 1: Transitions staff will create and maintain an updated calendar of events accessible by the BOD.</p> <p>Objective 2: Transitions staff will request in-direct service volunteers from the BOD at least one month in advance of an event.</p> <p>Objective 3: BODs will help market events by sharing information with their contacts verbally, through email, and/or social media.</p> <p>Objective 1: BODs will attempt to schedule at least one connection meeting with themselves, the contact, and the CEO, each year.</p>	<p>As needed</p> <p>October, January, April, July annually</p> <p>Quarterly</p> <p>September 2022 & ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>1x per year</p>	<p>PR & Development Committee</p> <p>CEO, Outreach Coordinator, BODs</p> <p>Board of Directors</p> <p>CEO, Directors, Outreach and Education</p> <p>Outreach Coordinator and Education Department</p> <p>Board of Directors</p> <p>Board of Directors</p>
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<p>Strategy #5: Board of Directors will help thank donors.</p>	<p>Objective 1: Transitions' Executive Assistant will provide the BOD with a quarterly donor report for the board members to review and be aware of current donors.</p> <p>Objective 2: BODs will verbally, or through email, or utilize Transitions "Thank You" cards to make attempts to reach out and thank a few donors each quarter.</p> <p>Objective 3: BODs will be given the opportunity to participate in the Fall telephone "Thank-a-Thon" prior to the annual appeal.</p>	<p>Quarterly</p> <p>Quarterly</p> <p>November 2022, 2023, 2024</p>	<p>Executive Assistant</p> <p>Board of Directors</p> <p>Board of Directors</p>
<p>Strategy #6: Transitions will begin working with a contracted Marketing Strategist through shared funding with the GSVUW.</p>	<p>Objective 1: The marketing strategist will work with Transitions Leadership to improve PR and marketing materials utilized through print, social media, etc. to improve the quality of branding, pr, and marketing.</p>	<p>Beginning July 1 and ongoing</p>	<p>CEO, Transitions Leadership, PR & Development Committee</p>

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TRANSITIONS ANNUAL FY BOARD CALENDAR

Month	Activity	Responsible
July	New Slate of Officers and Members established Quarterly Investment report – Follow-up to TIAC meeting and Annual review of investment Policy Year End Dashboard Conflict of Interest/Confidentiality Forms signed Board Self-Assessment sent to Board for completion	President CEO/TIAC CEO/Governance Committee Board President
August	Strategic Plan Performance Report Board Committee Assignments confirmed Auditor Review Report of Self-Assessment	CEO President COO/Auditor President/Gov. Committee
September	Auditor Report Received	COO/Finance Committee
October	Quarterly Investment report – Follow-up to TIAC meeting Dashboard for First FY Quarter Board decides on Annual Christmas Celebration Annual Financial Audit Report Submitted	TIAC/Board report CEO Board COO/Board
November	Strategic Plan Performance Report (Nov./Dec. Meeting Combined)	CEO
December	Christmas Party for Staff	CEO/Board
Jan	CEO Performance Review Dashboard for Second FY Quarter Begin By-Law Review	President/Board Governance Governance
February	By-laws Review Strategic Plan Performance Report	Governance Committee CEO
March	Review of Auditor Determination of returning members By-Law Revision Approval if any	CEO/COO Governance Committee Board
April	New FY Budget reviewed by Finance Committee Dashboard for Third FY Quarter Review of Board Vacancies/Identify Candidates	Finance Committee CEO Governance Committee
May	Nomination of Board Officers Potential New Board Members nominated New FY Budget proposed to Board Strategic Plan Performance Report Present Draft of New Strategic Plan	Governance Committee Governance Committee Board/ Finance Committee CEO Governance
June	Vote on new FY Budget Vote on Slate of new Officers Vote on New Board members Approve Final Strategic Plan	Board Board Board Board

FY 2022-2023 TRANSITIONS BOARD MEETING DATES

JULY – NO BOARD MEETING

AUGUST – Tuesday, August 23, 2022

SEPTEMBER – Tuesday, September 27, 2022

OCTOBER – Tuesday, October 25, 2022

NOVEMBER/DECEMBER – TBD - Combined meeting/ Social with Staff

JANUARY – Tuesday, January 25, 2023

FEBRUARY – Tuesday, February 21, 2023

MARCH – Tuesday, March 21, 2023

APRIL – Tuesday, April 25, 2023

MAY – Tuesday, May 23, 2023

JUNE – Tuesday, June 27, 2023

FY 2022-2023 STAFF & BOARD COMMITTEE REPORTS DUE DATES BY NOON

AUGUST – Tuesday, August 16, 2022

SEPTEMBER – Tuesday, September 20, 2022

OCTOBER – Tuesday, October 18, 2022

NOVEMBER/DECEMBER – TBD - Combined meeting date

JANUARY – Tuesday, January 17, 2023

FEBRUARY – Tuesday, February 14, 2023

MARCH – Tuesday, March 14, 2023

APRIL – Tuesday, April 18, 2023

MAY – Tuesday, May 16, 2023

JUNE – Tuesday, June 20, 2023