



# TN VOICES

## Board Meeting

---

500 Professional Park Drive  
Goodlettsville, TN 37072

May 6, 2022 | 11:00 a.m.

---

1. Welcome
2. Roll Call
3. Public Comments
4. President's Report
5. Approval of February 18, 2022 Board Minutes
6. Treasurer's Report
  - a. Financial Report ending March 31, 2022 D5-22-005 pg. 7
7. CEO's Report
  - a. Rapid Assessment – Finance Department D5-22-003 pg. 13
  - b. Strategic Plan Update A5-22-001 pg. 16
8. Operations Report
  - a. Children's Mental Health Acceptance Week D5-22-001 pg. 22
  - b. Vacation Rollover A5-22-002 pg. 25
9. Development Report
  - a. 2<sup>nd</sup> Annual Charity Golf Tournament D5-22-002 pg. 28
  - b. 2022 Fundraising Endeavors D5-22-006 pg. 29
  - c. Newsletter QR Code pg. 30
10. Old Business
11. New Business
12. Adjourn



**Tennessee Voices for Children  
Board of Directors Meeting  
February 18, 2022**

**In Attendance:**

Brian Shulman, President	Will Voss, COO	Dawn Genereux, EA	Sarah Kmita
Patrick Sims, Past President	Brian Taylor, CFO/CIO	Devin Arnold	Morenike Murphy
Krischan Kraye, Secretary	Mark McFerran, CDO	Nick Deitman	Dr. Shelia Peters
Devika Kumar, Treasurer	Sean McPherson, CCO	Jonathan Joyce	Chad Poff
Rikki Harris, CEO	Blair Chapman, Director	Bill Kirby	

**I. Call to Order:**

The regular meeting of Tennessee Voices for Children (TN Voices) was held at the corporate office located at 500 Conference Drive, Goodlettsville, TN 37072 on Friday, February 18, 2022.

A quorum was established, and President Brian Shulman called the meeting to order at 11:03 a.m.

**II. President's Report- Brian Shulman**

President Brian Shulman opened the meeting and thanked everyone for their attendance. Brian introduced new Advisory Member Devin Arnold to the Board. CEO Rikki Harris introduced new Board Liaison, Dawn Genereux to TN Voices.

**III. Secretary's Report- Krischan Kraye**

The minutes from the December 2021 Board Meeting were presented for review. President Brian Shulman asked for a motion to approve the minutes from the December 2021 Board Meeting, Secretary Krischan Kraye approved the motion, with Andrew Buckwalter seconding the motion and it was passed unanimously.

**IV. Treasurer's Report- Devika Kumar**

Treasurer Devika Kumar presented the financial statement ending December 31, 2021. Devika reported that the Executive Committee had reviewed the financials and spoke on a few highlights including the building line item on the financials including the Goodlettsville property, which is being sold, and as such the amount will be taken out of assets. Devika also stated that overall TN Voices is doing well overall and noted December had a negative expense balance, which included 3 payrolls in December and remodeling expenses for purchased properties.

Member Bill Kirby questioned when the last appraisals for the property were conducted. CFO/CIO Brian Taylor noted that we have not conducted any appraisals at this present time.

Member Chad Poff questioned the need to sell the Goodlettsville group home. CEO Rikki Harris explained while TN Voices did perform due diligence in securing the property, after purchase, there were several issues that arose with the neighborhood community recreational practices, shared waterline, and driveway that made going forward not



conducive with TN Voice's staffing. After talks with the neighbors, one of the neighbors is purchasing the property from TN Voices with no monetary negative.

Chad asked for clarification on the \$1,000,000 Capital Expense line item. CFO/CIO Brian Taylor explained that line item was the grant TN Voices received for the Jackson Group Home. Chad also questioned the \$98,157 Realized gain or loss line item, and Brian explained we sold some stock options in order to purchase the Jacksonville Group Home.

Jonathan Joyce asked CFO/CIO Brian Taylor for clarification regarding the Budget vs. Actual numbers in relation to the financials.

Treasurer Devika Kumar noted that we are currently awaiting an outstanding payment of around \$260,000 from TennCare.

President Brian Shulman asked for a motion to accept the financials, Chad Poff approved the motion and Krischan Kraye seconded the motion, and it passed unanimously.

## **V. Board Leadership Planning**

President Brian Shulman discussed the need to expand the roster of the TN Voices Board and Advisory Council including a discussion on Bylaws for member terms. Previous in the week, Board Members met to start initial discussions on the need for Board participation expansion.

CEO Rikki Harris reminded the Board that for reference, the current Bylaws, current Board Member, and Advisory Council Members (with terms) are in the board packet.

Member Bill Kirby stated he was interested to know what discussion and ideas came out of the initial discussion meeting. CEO Harris stated one discussion centered around the need to have a good succession plan for officers, in particular the role of Board President.

Past President Patrick Sims expressed the opportunities with newer members and older members to leave nothing on the table in terms of the Bylaws regarding the Executive Committees. Examples include bringing new members on the Board instead of the Advisory Council, so the new member would be exposed to the meetings, and what would be expected of them in a Leadership role. Another example would be the possibility of changing the terms.

President Shulman stated setting the right expectation upfront with members about what is expected, should hopefully see movement in Leadership roles. He also questioned what is the impediment in getting members to attend meetings; location, duration of meetings, number of meetings? What other ideas do we have to get people on the board, stay on the board and take on leadership roles within the Board?

President Shulman suggested the Board come up with 3 or 4 ideas to get movement on this discussion. Bill Kirby suggested contacting another nonprofit organization and getting feedback on how their boards are run.



President Shulman requested to move members Jonathan Joyce and Nick Deitman to Board Members. President Shulman called for approval of the motion, and Treasurer Devita Kumar approved, with Andrew Buckwalter seconding the motion and it was passed unanimously.

CEO Harris called to the Board's attention several Advisory Council members who are unable to participate in the Advisory Council at this time. Members noted were: Wanda Evans, MaryBeth Franklin, Debbie Webb, and Adam Young.

CEO Harris requested the four members be removed from the Advisory Council.

The motion to approve was made by Patrick Sims, seconded by Sarah Kmita, and passed unanimously.

President Shulman made the request for Jonathan Joyce to be made President-Elect. The motion to approve was made by Patrick Sims and seconded by Andrew Buckwalter and it was passed unanimously.

#### **VI. CEO's Report- Rikki Harris**

CEO Rikki Harris noted TN Voices was awarded 2 grants since the last meeting. The first is the Tennessee Resiliency Project grant (approx. \$2.2 million) to expand TN Voice's Early Childhood Services. The second grant awarded (approx. \$2.2 million) is to expand TN Voice's housing services in Chattanooga, with the monies being used to procure a house (closing date March 4<sup>th</sup>, 2022).

Rikki reminded the board that with the impending sale of the Lickton Pike property, TN Voices is in the process of looking for another property to purchase.

An update on our workforce was discussed, with Rikki stating because of grants and recent growth, TN Voices is looking to hire 40+ positions, and we realize that recruitment will be an upcoming challenge. In reference to workforce, Rikki stated that with the Governor's budget proposal (State of the State), and in his address there was a proposal for workforce development which boils down to being able to offer our workforce higher salaries. (Terms have not been set yet, as the proposal is still going through the legislative process.)

Additionally, Rikki discussed having leeway with the Board on the timing for purchasing property, as this is a sellers' market and real estate is hard to come by at this time. Leadership expects to schedule a meeting in the near future with the Finance Committee to have further discussions.

Lastly, Rikki gave an update on a recent solicitation from the Viewpoint, talent management for actor Dennis Quaid, to do a short documentary-style segment on Mental Health with TN Voices for Public Education, and to air on HGtv, Discovery Channel, CNN, FOX News, and a few more. In regard to fees, ViewPoint gave us a discount on the filming fee, and Rikki reached out to Tipper Gore to inquire about her participation, but in lieu of her



participation, Tipper has given TN Voices \$12,000 to cover one half of the fee. Rikki stated that we might have another donor in the works to cover the remaining fee.

Last year, COO Will Voss participated in a media piece focusing on Generational Pain and Trauma that aired on Fox 13 (Memphis affiliate) that was nominated for an Emmy.

#### **VII. Donor Advised Funds – Patrick Sims**

Past President Patrick Sims spoke on Donor Advised Funds, specifically on a donor-advised fund is a charitable giving vehicle that allows you to make an irrevocable contribution to a charity that typically invests those assets over a period of time. It allows you to make future grants and future contributions. You, as the donator have the choice of how those funds are invested within the fund. If you as an individual are ready to contribute to a charity you would instruct the fund on how much of the contribution you would like to donate to your specific charity.

Patrick further explained a Donor Advised Fund can be a great tool in estate planning, and a great opportunity to receive an immediate tax deduction as soon as the contribution is made into the fund. Also, using a Donor Advised Fund is a way to increase your contribution to the charity because the assets are then invested.

#### **VIII. Development Report- Mark McFerran**

CDO Mark McFerran shared that the 2022 card that was sent out to donors is a great summary one-sheet that includes information on our Programs. Mark has met with about 10 of the Board members to date to gather history to become more familiar with our Board of Directors and TN Voices in general. Mark also shared that he'll be going to Belmont University to engage students with recruiting and their own mental health.

Mark commented on the upcoming 2<sup>nd</sup> Annual TN Voices Gold tournament coming up on Tuesday, May 17<sup>th</sup>, 2022. The tournament will be held at the Hermitage Golf Club on the President's Reserve course. Mark shared the brochure that was created to showcase the event.

The upcoming Big Payback event was also discussed. The Big Payback will be held within the greater Nashville area from May 4<sup>th</sup> thru May 5<sup>th</sup>, 2022, in which a big push is launched asking Nashvillians to give to their favorite charities.

Mark also mentioned on November 11, 2022, TN Voices will hold our annual Green Ribbon Gala, to be held at the Bell Tower in downtown Nashville.

#### **IX. Old Business**

None.

#### **X. New Business**

CEO Rikki Harris noted the current bylaws and the minor updates that need to be made:

Section A. Name and Location of Corporation: added "with a DBA of TN Voices"

Section A. Name and Location of Corporation: changed Nashville to "Middle"



Section B. Purpose: added “individuals, youth, & adults”

Section E. Officers: added “and will serve on the Executive Committee.”

Section I. Fiscal Management: capitalized “Officers”

Section K. Amendments: added “Amended: February 2022”

Andrew Buckwalter made a motion to accept the changes, Jonathan Joyce seconded the motion and it was passed unanimously.

CEO Harris also noted in the Financial Policy and Procedures were updated to reflect new language in the **Procurement of Services and Supplies** section stating that TN Voices manages Conflict of Interest, not prohibits it. Several steps were added to the policy to create financial distancing, ensuring Board Members sitting in that position weren’t voting. Note: these were practices that were already implemented but not in written form in the policy.

Under the **Responsibility/Authority** section of the policy, the language was updated to include COO Will Voss’s responsibilities in the financial portion that was not in place previously.

Finally, under **Other Financial Procedures**, the section on Timekeeping was updated to include new language for the upcoming UKG Timekeeping platform.

Member Bill Kirby had a question regarding why the Board must approve every month’s financials. It was then brought up that we need to review what is considered Operating Procedure (for review only), and what needs actual Board approval.

It was decided to move forward with reviewing the monthly financials instead of actual Board approval. No vote was needed.

President Shulman asked for a motion to approve the Financial Policies and Procedure updates. Jonathan Joyce approved the motion, with Andrew Buckwalter seconding the motion and it was passed unanimously.

#### **XI. Adjourned at 12:29 pm**

Treasurer Devika Kumar made the motion to adjourn, Jonathan Joyce seconded the motion and it passed unanimously.

Attested:

---

Brian Shulman  
President





# TN VOICES

## Board Discussion Item

Item Number:	D-5-22-005	Meeting Date:	05/06/2022
Item Title:	Monthly Financial Report ending March 31, 2022		

---

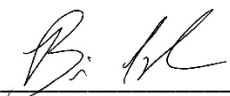
### BACKGROUND:

The monthly financials ending March 31, 2022, are presented for review.

### CURRENT STATUS

Vice President of Finance, Brian Taylor will be available to answer any questions at the Board Meeting

---

  
*Vice President, Finance*

---

*May 6, 2022*  
*Date*



TENNESSEE VOICES FOR CHILDREN, INC.  
STATEMENT OF FINANCIAL POSITION  
MARCH 31, 2022

Assets

Current Assets

Petty Cash	\$ 125
Cash-Checking	215,865
Cash-money market funds and savings	1,178,480
Investments	1,249,679
Unrealized market value change-investment	226,610
Accounts receivable-general	18,826
Accounts receivable-pledged	640,000
Pledge discount	(138,351)
Accounts receivable-grants	1,664,138
Total current assets	<u>5,055,372</u>

Other Assets

Prepaid Expenses	33,034
Deposits	1,515
Deferred Interest	3,398
Land	821,027
Building	1,855,530
Building Improvements	581,473
Equipment & Furniture	217,003
Accumulated Depreciation	<u>(192,530)</u>
Total assets	<u><u>\$ 8,375,822</u></u>

Liabilities and Net Assets

Current Liabilities

Accounts Payable	\$ 145,668
Accrued Expenses	163,854
Payroll withholdings/accruals	8,787
Total current liabilities	<u>318,309</u>

Deferred Revenues

-

Mortgage Notes Payable

1,163,517

Total Liabilities

1,481,827

Net Assets

Unrestricted	6,514,767
Temporarily restricted	<u>379,228</u>
Total Net Assets	<u>6,893,996</u>

Total Liabilities and Net Assets

\$ 8,375,822

**UNAUDITED-Prepared by TVC personnel  
For internal management use only**



TENNESSEE VOICES FOR CHILDREN, INC.  
STATEMENT OF ACTIVITIES  
FOR THE NINE MONTH PERIOD ENDED MARCH 31, 2022

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTALS
<u>Support and Revenue - Operating</u>			
General Contributions	31,341		\$ 31,341
Gala Event-Golf Tourney	21,005		21,005
Grant/Contract Revenue	6,199,246		6,199,246
Administrative Overhead Earned	776,683		776,683
Earned Income	11,185		11,185
Miscellaneous Revenue	14,981		14,981
Rents Received	187,443		187,443
Net assets released from restrictions	40,090		40,090
Gain or (Loss) Asset Disposal	2,092		2,092
Total Operating Support and Revenue	7,284,065	-	7,284,065
<u>Expenses - Operating</u>			
Salaries	3,135,676		3,135,676
Employee Benefits & Taxes	486,386		486,386
Total Personnel Expenses	3,622,063		3,622,063
Professional Services	1,276,544		1,276,544
Supplies	230,984		230,984
Telephone	58,184		58,184
Postage	6,850		6,850
Occupancy	99,920		99,920
Equipment Rental & Maint.	23,202		23,202
Printing & Publications	62,891		62,891
Travel	118,604		118,604
Meetings & Conferences	212,142		212,142
Subsidies/Flex Funds	82,241		82,241
Stipends	75,128		75,128
Insurance	32,869		32,869
Interest	54,579		54,579
Miscellaneous Expense	1,838		1,838
Bank and Credit Card Fees	2,720		2,720
Depreciation	40,598		40,598
Total Operating Expenses	6,001,359	-	6,001,359
Capital Expenses	-		-
Excess of Operating Support & Revenue over (under) Expense**	1,282,706	-	1,282,706
Investment Revenue			
Interest Income	1,086		1,086
Dividend Income	84,774		84,774
Realized gain or loss	98,157		98,157
Unrealized gain or loss	(240,933)		(240,933)
Total Investment Revenue (Loss)	(56,916)	-	(56,916)
Excess Revenue (Expense)	1,225,791	-	1,225,791
Other Changes in Net Assets		(18,090)	(18,090)
Net Asset Balance, beginning	5,288,978	397,318	5,686,296
Net Assets, ending	\$ 6,514,768	\$ 379,228	\$ 6,893,996

\*\* - 1,000,000 is the purchase of the Jackson group home - grant paid

**UNAUDITED-Prepared by TVC personnel**  
**For internal management use only**



TENNESSEE VOICES FOR CHILDREN, INC.  
 ACTUAL REVENUE AND EXPENSES VS BUDGET - UNRESTRICTED FUNDS  
 FOR THE NINE MONTH PERIOD ENDED MARCH 31, 2022

	Current Month	Actual YTD	Budget	Variance	Percent Used/Earned
Support and Revenue-Operating					
General Contributions	\$ 1,147	31,341	\$ 150,000	\$ (118,659)	20.89%
Gala Event-Golf Tourney	875	21,005	151,250	(130,245)	13.89%
Grant/Contract Revenue	716,540	6,199,246	7,956,928	(1,757,682)	77.91%
Adm Overhead Earned	104,914	776,683	1,504,957	(728,274)	51.61%
Earned Income	300	11,185	1,895,450	(1,884,265)	0.59%
Miscellaneous Income	3,960	14,981		14,981	
Rents received	20,128	187,443		187,443	0.00%
Assets released from restrictions	18,090	40,090	47,500	(7,410)	84.40%
Gain (Loss) Asset Disposal	(0)	2,092	-	2,092	
Total Operating Support & Revenue	865,953	7,284,065	11,706,085	(4,422,020)	62.22%
Expenses - Operating					
Salaries	377,254	3,135,676	5,350,835	2,215,159	58.60%
Employee Benefits & Taxes	57,009	486,386	1,275,261	788,875	38.14%
Total Personnel Expense	434,264	3,622,063	6,626,096	3,004,033	54.66%
Professional Services & Fees	165,246	1,276,544	1,955,481	678,937	65.28%
Supplies	31,341	230,984	372,292	141,308	62.04%
Telephone	8,173	58,184	114,866	56,682	50.65%
Postage and Shipping	579	6,850	8,359	1,509	81.95%
Occupancy	19,955	99,920	1,156,381	1,056,461	8.64%
Equipment Rental & Maintenance	2,173	23,202	38,358	15,156	60.49%
Printing & Publications	18,116	62,891	72,503	9,612	86.74%
Travel	25,396	118,604	272,205	153,601	43.57%
Meetings & Conferences	21,968	212,142	144,438	(67,704)	146.87%
Subsidies/Flex Funds	82,241	82,241	224,240	141,999	36.68%
Other Non-personnel	9,066	75,128	14,420	(60,708)	521.00%
Insurance	3,153	32,869	85,348	52,479	38.51%
Interest	4,213	54,579	50,280	(4,299)	108.55%
Miscellaneous Expenses	(37,500)	1,838	-	(1,838)	
Bank and Credit Card Fees	421	2,720	2,755	35	98.72%
Depreciation	4,511	40,598	90,000	49,402	45.11%
Total Operating Expenses	793,318	6,001,359	11,228,022	5,226,663	53.45%
Capital Expenses	-	-	21,000	21,000	0.00%
Excess of Support & Revenue over Expense - Operating	72,635	1,282,706	457,063	825,643	0
Investment Revenue					
Interest Income	188	1,086	124,000	(122,914)	0.88%
Dividends	3,938	84,774	-	84,774	0.00%
Realized gain or loss	(0)	98,157	-	98,157	0.00%
Unrealized gain or (loss)	(380)	(240,933)	-	(240,933)	0.00%
	3,746	(56,916)	124,000	(180,916)	-45.90%
Excess Revenue (Expense)	76,382	1,225,791	581,063	644,728	210.96%
Other Changes in Net Assets	(18,090)	(18,090)	-		
Net Assets, Beginning	6,835,704	5,686,296	5,286,069	(400,227)	0.00%
Net Assets, Ending	\$6,893,996	\$ 6,893,996	\$ 5,867,132	\$ 708,313	117.50%

**UNAUDITED-Prepared by TVC personnel**  
**For internal management use only**



TENNESSEE VOICES FOR CHILDREN, INC.  
GRANT/CONTRACT REVENUE DETAIL  
FOR THE NINE MONTH PERIOD ENDED MARCH 31, 2022

	Current Month	Revenue Actual YTD	Direct Expense Budget	Variance	Percent Used	Recurring	Contract YE
20 - Childcare Consultation	\$ 12,623	\$ 118,837	\$ 158,333	\$ 39,496	75.06%	*	6/30/2022
21 - Statewide Family Support Network	25,488	243,167	333,958	90,791	72.81%	*	6/30/2022
22 - Fed Family Support	(0)	19,144	26,158	7,014	73.18%		9/30/2021
23 - Fed Family Support	6,746	65,893	80,851	14,958	81.50%		4/30/2022
24 - Nurturing Parenting	2,543	25,524	41,667	16,143	61.26%	*	6/30/2022
25 - Strengthening Families Program	(226)	59,110	77,005	17,895	76.76%	*	6/30/2022
28 - Youth Screen	11,481	74,163	182,500	108,337	40.64%	*	6/30/2022
29 - Tennessee Resiliency Project	43,298	68,015	808,953	740,938	8.41%		6/30/2022
32 - Teen Screen	4,357	86,336	102,167	15,831	84.50%	*	6/30/2022
33 - School Based Liason	15,167	65,690	166,667	100,977	39.41%	*	6/30/2022
35 - Juvenile Justice Reform	30,980	216,255	314,167	97,912	68.83%	*	6/30/2022
37 - Tectra	7,964	14,478	71,811	57,333	20.16%		9/30/2022
39 - ILS West	-	1,000,000	2,056,818	1,056,818	48.62%		6/30/2022
40 - TMI	33,521	251,676	349,603	97,927	71.99%	*	6/30/2022
41 - ILS - Middle.	79,996	615,711	874,953	259,242	70.37%	*	6/30/2022
42 - ILS - West	6,882	11,511				*	6/30/2022
64 - FAST	28,189	143,974	366,054	222,080	39.33%		3/15/2023
71 - VOCA-Culturally Specific Restoration	41,090	345,279	521,739	176,460	66.18%		6/30/2022
76 - Family Connection DCS Davidson Co.	19,352	169,898	234,108	64,210	72.57%	*	6/30/2022
81 - Socat - TANF	46,323	338,014	607,017	269,003	55.68%		6/30/2022
83 - Socat - N	75,191	666,878	1,181,655	702,567	56.44%		9/30/2022
84 - HT-ILT	56,811	198,947	350,395	151,448	56.78%		3/31/2022
92 - FSP in Juvenile courts	3,455	40,054	50,000	9,946	80.11%		6/30/2022
	-					*	
Total Grant/Contract Revenue	551,232	4,838,555	8,956,579	4,317,325	54.02%		

NET ASSETS RELEASED FROM RESTRICTIONS  
FOR THE NINE MONTH PERIOD ENDED MARCH 31, 2022

	Current Month	Actual YTD	Direct Expense Budget	Variance	Percent Used
48 - HCA Foundation	15,000	\$ 15,000	\$ 7,500	\$ (7,500)	200.00%
49 - Tipper Gore Fund	-	-	40,000	40,000	0.00%
61 - TVC Counseling Svc.	3,090	25,090			
	18,090	40,090	47,500	32,500	84.40%

MISCELLANEOUS REVENUES  
FOR THE NINE MONTH PERIOD ENDED MARCH 31, 2022

	Current Month	Actual YTD	Budget	Variance	Percent Used
00 - Administrative - Misc	\$ (14,539)	\$ 3,241		(3,241)	
41- Rents Received	21,850	83,500			
60 - FSS Training	(525)	14,379	18,285	3,906	78.64%
61 - TVC Counseling Svc	20,847	71,149	275,654	204,505	25.81%
61 - Outpatient Safety Net	-	-	240,000	240,000	0.00%
62 - FSS MCO Billable services	(0)	(0)	11,385	11,385	0.00%
63- Housing Services	150,766	1,241,311	1,498,839	257,528	82.82%
94 - Assessments	5,340	33,853	91,287	57,434	37.08%
	-				
Total Miscellaneous Revenue	183,739	1,447,433	2,135,450	771,517	67.78%

**UNAUDITED-Prepared by TVC personnel**  
**For internal management use only**



TENNESSEE VOICES FOR CHILDREN, INC.  
STATEMENT OF CASH FLOWS  
FOR THE ONE MONTH PERIOD ENDED MARCH 28, 2022

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets	76,382
Adjustments to reconcile change in net assets to net cash used in operating activities:	
Depreciation	4,511
Fund balance transfer to revenue	(18,090)
Unrealized gain on investments	379
(Increase) decrease in:	
Grants receivable	(6,844)
Other receivables	(4,023)
Deferred interest	65
Prepaid expenses and deposits	(1,292)
Increase (decrease) in:	-
Accounts payable	(79,511)
Accrued expenses	9,679
Notes payable	(5,831)
Deferred revenue	-
TOTAL ADJUSTMENTS	<u>(100,956)</u>
NET CASH PROVIDED (USED) IN OPERATING ACTIVITIES	<u>(24,574)</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchase of Investments	(3,928)
Sale of Investments	-
Purchase of land, buildings and equipment	<u>(6,242)</u>
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	<u>(10,170)</u>
INCREASE (DECREASE) IN CASH	(34,744)
CASH - BEGINNING OF MONTH	<u>1,429,214</u>
CASH - END OF MONTH	<u><u>1,394,471</u></u>

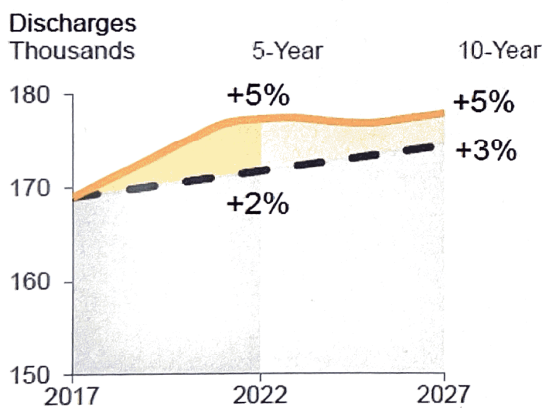
**UNAUDITED-Prepared by TVC personnel**  
**For internal management use only.**



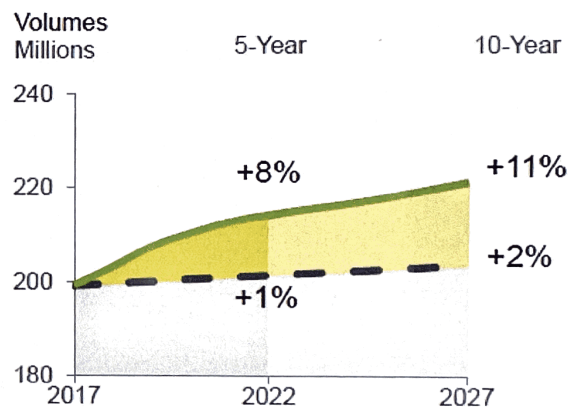


## Demand Is Rising for Behavioral Health Services

### Inpatient Behavioral Health Forecast, Pediatrics, US Market, 2017–2027



### Outpatient Behavioral Health Forecast, Pediatrics, US Market, 2017–2027



■ Sg2 IP Forecast ■ Population-Based Forecast ■ Sg2 OP Forecast

Note: Analysis includes only 0–17 age group, psychiatry service line. Sources: Impact of Change® 2017; HCUP National Inpatient Sample (NIS); Healthcare Cost and Utilization Project (HCUP) 2014; Agency for Healthcare Research and Quality, Rockville, MD; OptumInsight, 2015; The following 2015 CMS Limited Data Sets (LDS): Carrier, Denominator, Home Health Agency, Hospice, Outpatient, Skilled Nursing Facility; Claritas Pop-Facts® 2017; Sg2 Analysis, 2017.

Confidential and Proprietary © 2017 Sg2





## Board Discussion Item

Item Number:	D5-22-003	Meeting Date:	05/06/2022
Item Title:	Rapid Assessment - Finance		

---

### BACKGROUND:

In April, TN Voices engaged CLA, LLC to conduct an assessment of the Finance Department to ensure that TNV is prepared to support the current growth of the organization and to plan for future stability. The assessment points out areas of opportunity for TNV and includes an implementation timeline to address the needs identified.

In general, the CLA team identified areas of weakness in our processes, as well as in our billing. Overall, they noted the opportunity to evolve the management structure of the finance department; to better define roles and responsibilities within the department and among leadership; align on operational priorities, and increase expertise in-house regarding third-party billing.

The recommendations are being discussed among leadership and will include a plan supported by the FY23 budget to be presented in June.

### CURRENT STATUS

Chief Executive Officer Rikki Harris is on hand to answer any questions regarding the Rapid Assessment during the board meeting.

---

Chief Executive Officer

---

May 6, 2022

Date



## Recommended Implementation Plan

Key Steps (Calendar year quarters)	Q 2 20 22	Q 3 20 22	Q 4 20 22	Q 1 20 23	Q 2 20 23
Implementation of new Payroll solution – UKG (automate payroll allocation process)					
Increase the services provided by Tlock to utilize additional expertise					
Document workflows for medical billing to standardize processes					
Implementation of new GL solution – Sage Intacct					
Hire Intake Coordinator and Utilization Manager					
Implement vendor bill management platform					
Implement credit card & spend management platform					
Implement procurement approvals platform					

©2018 CliftonLarsonAllen LLP





## Recommended Implementation Plan

Key Steps (Calendar year quarters)	Q 2 20 22	Q 3 20 22	Q 4 20 22	Q 1 20 23	Q 2 20 23
Add a robust budgeting/planning software to create meaningful forecasts					
Plan specific training opportunities for leadership					

©2018 CliftonLarsonAllen LLP







# TN VOICES

## Board Action Item

Item Number:	A-5-22-001	Meeting Date:	05/06/2022
Item Title:	Strategic Plan Update		

---

### BACKGROUND:

In April of 2020, TN Voices Executive Leadership in collaboration with the Board's Strategic Planning Committee developed and implemented an updated Strategic Plan. The plan was designed to set the strategic direction for the next 3-5 years.

In April of 2022 after two surprising years (COVID), we felt it necessary to update the plan. Recent updates include:

Goal 1 Objective (a) – change to consider other accrediting bodies for future.

Goal 2 Objective (c) – change to set measurable goals

Goal 2 Objective (d) – change to set measurable goals

Goal 2 Key Results (c) – elaborated

Goal 2 Key Results (h) – elaborated

Goal 3 Objective (c) – elaborated

Goal 4 Key Result (a) – elaborated

Goal 4 Key Result (c) - added

### RECOMMENDATION

TNV Staff requests the board approved the changes made to the Strategic Plan 2020-2025.

---

*Board President*

*May 6, 2022*

---

*Date*



## **TN Voices Strategic Plan 2020 - 2025**

### **Executive Summary**

The strategic plan was prepared by the Leadership of the organization in collaboration with the Board's Strategic Planning Committee under the guidance of Board Member, Bill Kirby. The plan was also evaluated by a staff committee made up of 10 staff from all levels of the organization. The plan is intended to set the strategic direction for the next 3-5 years. The plan was developed through facilitated discussions which included an evaluation of previous goals, evaluation of marketing and branding needs, strategic opportunities, goal setting, vision, mission and core values. It was determined to create a stand-alone fundraising strategic plan and financial strategy to accompany the presented plan. TNV is in a unique position, having significantly increased its services to constituents over the last 18-24 months. TNV is also launching an awareness and fundraising initiative, the Megaphone Campaign, which began in May 2019. Further, in 2019, TNV participated in a marketing and brand awareness reboot with GS&F and with approval from the board, have decided to create new branding as well as an inclusion of adults in our service array.

For the reasons stated above, the organization needs to implement a communications plan to help create public awareness of our strategic goals. A communications plan will also increase and diversify funding to support the needs of Tennesseans with mental health concerns. While TN Voices will maintain our position as experts in children's mental health care, we will expand our knowledge of adult needs as we continue to serve transition age adults as well as parents, grandparents, and any adult seeking support from an advocacy and support provider. We believe it is important that our brand communicate the inclusions of the adults we already serve and those we will serve in the future. We have acquired a DBA for the name to be presented as *TN Voices*. Our legal name will remain Tennessee Voices for Children, Inc. The DBA allows us to brand our organization differently without a legal name change because we are using a variation of our current name.

It is important to note that despite any expansions in services rendered, we hold true to our belief that the best return on investment is funding focused on prevention services targeted to our citizens under 18. We also recognize that our position in the market is often one of expertise in family-run organizations. We feel an important strategic direction is to communicate our belief that peer support improves outcomes. For this reason, we will seek to assist other states as needed to build peer support services and education across the country.

The leadership team (Chief Executive Officer, Chief Operations Officer, and Chief Development Officer) of the organization have agreed that the objective and key results are the best next steps for TN Voices and are achievable with the support of the Board of Directors. The leadership will set the course to achieve the goals and will propose timelines and review the plan regularly with the board. The board will oversee the plan and ensure the plan is implemented. The leadership will ensure that the staff is supported and sufficient throughout the process of reaching these goals.



## **Vision**

Building hope for all generations

## **Mission**

The collaborative leader guiding mental health transformation

## **Vivid Description**

TN Voices works tirelessly serving those with mental health needs by providing hope and healing. We believe that supportive care from peers and clinicians will allow healing for past hurts and current emotional distress. Furthermore, we continue to advocate for all people by working to overcome challenging systematic issues that restrict individual's access to mental health care. We continue to promote the power of peer support both in our direct support services and our advocacy efforts. Lastly, we remain committed to seeking collaborative solutions to individual and systemic challenges. With our approach to hope, we believe that children and adults can address their mental health needs in a unique way leading to effective and efficient results.

Healing past hurts through supportive care

Overcoming challenging systemic issues

Promoting the power of a peer

Engaging in collaborative solutions in mental health care

## **Core Values**

### **1. Services guided by System of Care Philosophy**

We are committed to the provision of high quality, evidence-informed services based on System of Care principles that are family-driven, youth-guided, community-based, and culturally and linguistically competent.

### **2. Access to Services**

We believe that a broad range of mental health services should be available, without any associated stigma and without regard to age or one's place of residence within the state.

### **3. Prevention and Education**

We believe that empowering communities through effective training and education can lead to improved ability to meet mental health needs.

### **4. Lived Experience/Peer Support**

We believe that emphasizing lived experience and peer support for those we serve can produce individuals who become advocates for themselves and others in life.



## **5. National Presence**

We are dedicated to reducing stigma, bringing awareness of mental health, providing supports and services that produce a positive impact across the country.

## **6. Leadership through Collaboration**

We embrace a leadership role in the development of public policy and system change affecting individuals with mental health needs and recognize that collaboration with other organizations serving vulnerable populations is critical in realizing success.

### **Goal 1. Establish best practice, advocacy, services, and trainings**

#### **Objectives**

- a. Continue Accreditation or Certification to uphold standards for the organization that distinguish our services and create trust with funders - COO
- b. Deliver highest quality services to constituents – CEO/COO
- c. Increase the number of trainings provided to parents and professionals – COO/DBD
- d. Actively work on government policy issues CEO/BOD
- e. Identify technology to assist in streamlining HR, IT, and Finance processes and procedures - COO

#### **Key Results**

- a. Achieve accreditation or certification option for the entire organization
- b. Reach 100% of required program goals respective to contracted requirements
- c. Complete 100% of program manuals for each new program
- d. Achieve 95% satisfaction with trainings offered
- e. Achieve 95% satisfaction from satisfaction surveys
- f. Increase the activity of the policy committee of the Board
- g. Make policy recommendations or support each year on at least 2 policy issues
- h. Increase constituency engagement on policy issues by 20% each year

### **Goal 2. Major increase in funding**

#### **Objectives**

- a. Raise 2.5 million dollars over the course of the current strategic plan to support housing needs, operating funds, cover the expense of outpatient counseling, east and west regional offices, and endowment – CEO/CDO/BOD
- b. Earn income through consultation and training services – CEO/DBD
- c. Increase gala revenue by 25% year over year – BOD/CDO – 2020 = \$40k, 2021= \$33k (actual), 2022 = \$50K (goal) 2023 = \$62.5k (goal)



- d. Increase Golf Tournament revenue 2021 = \$20k, 2022 = \$40k - Goal
- e. Increase fee for service opportunities – CEO/DBD/CCO

#### Key results

- a. Secure one new major donor per year- 5K+
- b. Increase major gifts by 10% year over year
- c. Increase new donors by 10% year over year - Launch Infinity Monthly Giving Program June 2022
- d. Serve 100 uninsured and indigent each year
- e. Provide training and consultation to seven states
- f. Increase Prevention Services to additional 150,000 over three years
- g. Hire Business Development staff to assist with engaging other states (Director of Business Development)
- h. Engage 50 new donors from East and West TN – Establish Introduction Events & Tag-on Events with other entities

### Goal 3. Become the most visible Mental Health Organization in the USA

#### Objectives

- a. Provide outreach in all 50 states – CEO/DBD
- b. Build contact listserv (partners, donors, constituents, institutions of higher education) – DBD/BOD
- c. Implement marketing and communications plan – CEO/COO/BOD – Infinity Giving Program Routine Messaging, monthly Publications both digital & hardcopy, Increase Video stories for Social Platforms
- d. Engage support agency/staff for support with broader marketing, fundraising, and PR – CEO/COO/BOD

#### Key results

- a. Develop a training and consultation model for other peer run and advocacy organization
- b. Achieve 85% effectiveness of the training model
- c. Engage in 6 speaking engagements at national conferences
- d. Showcase expertise and build trust in the brand

### Goal 4. Implement marketing, communications, and branding strategy

#### Objectives

- a. Increase visibility – CEO/BOD/CDO
- b. Engage PR/Marketing firm for content creation and management– CEO
- c. Create marketing strategy for brand recognition - CEO
- f. Market our services that are available to adults – CEO/COO/DBD



### Key Results

- a. Increase revenue from Green Ribbon Gala by 20% each year - 2020 = \$40k, 2021= \$33k 2022 = \$50K 2023 = \$62.5k
- b. Increase public awareness of the organizations work
- c. Create more content for social media





## Board Discussion Item

Item Number:	D-5-22-001	Meeting Date:	05/06/2022
Item Title:	Children's Mental Health Acceptance Week 2022		

---

### BACKGROUND:

May 1 – 7, 2022 is Children's Mental Health Acceptance Week nationally. This year's theme is "Moving from Awareness to Acceptance." On Monday, May 2, 2022, Chief Executive Officer, Rikki Harris, Chief Operations Officer, Will Voss, and Chief Development Officer Mark McFerran met with Governor Bill Lee while he signed 2022's Proclamation declaring May 1- 7, Children's Mental Health Acceptance Week in Tennessee. The team was joined by a TNV Program Manager, and a youth and family who received services through the TNV's Family Connection program during two critical times to establish a healthier family relationship. This is one of TNV's longest operating programs funded by the TN Department of Children's Services.

Annually, TN Voices seeks to enhance CMHAD by asking Tennessee County and City Mayors to submit proclamations showing their support for this special week, we currently have almost 30 signed proclamations.

TNV staff also have worked together to put on an "Unmasking the Stigma on Mental Health" campaign across the state. The purpose of the campaign was to allow youth to express themselves through art, depicting their mental health journeys and how they have worked to assist in erasing the stigma placed on mental health. We received over 50 art submissions from youth across the state of TN.

You will find artwork displayed this week in West TN at the Somerville-Fayette County Library and Eagles Nest Family Services in Jackson. In Middle TN artwork will be displayed in Giles County Library, The Children's Closet and King Daughters School. In East Tennessee they can be found at the Art Emporium in Knoxville.

Additionally, Big River Crossing Bridge, Hernando DeSoto Bridge, Nashville Historic Courthouse, Tennessee Aquarium, and the Korean War Veterans Memorial Bridge will be lit up Green to raise awareness during the week, as green represents the color of mental health awareness and acceptance.

### CURRENT STATUS

Chief Operations Officer, Will Voss will be available to answer any questions regarding the Children's Mental Health Acceptance Week during the board meeting.

---

Chief Operations Officer

---

May 6, 2022

Date





STATE OF TENNESSEE

# PROCLAMATION

BY THE GOVERNOR

**WHEREAS**, good mental health is a key component in a child's healthy development and Children's Mental Health Week provides the opportunity to focus on this important matter while celebrating the accomplishments of children and families affected by mental health concerns; and

**WHEREAS**, addressing the complex mental health needs of children, youth, young adults, and families today is fundamental to the future of Tennessee; and

**WHEREAS**, according to the United States Department of Health and Human Services, one in five children is diagnosed with a mental health condition; and

**WHEREAS**, research has shown that early identification and appropriate treatment of mental health disorders among children and adolescents provide them with better opportunities to lead full and productive lives; and

**WHEREAS**, it is important that children and adolescents, along with their families and communities, learn about the warning signs of mental health disorders and identify where to obtain necessary assistance and treatment; and

**WHEREAS**, the need for comprehensive, coordinated mental health services for children, youth, young adults, and families places upon our community a critical responsibility; and

**WHEREAS**, the State of Tennessee is prioritizing the mental health of our children by investing in a Mental Health Trust Fund to ensure students have access to mental health resources;

**NOW, THEREFORE**, I, Bill Lee, Governor of the State of Tennessee, do hereby proclaim, May 1 - May 7, 2022, as

## *Children's Mental Health Acceptance Week 2022*

in Tennessee and encourage all citizens to join me in this worthy observance.



IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of the State of Tennessee to be affixed at Nashville on this twenty-eighth day of April, 2022.

*Bill Lee*

Governor

*Jo Knight*

Secretary of State



**\*\*FOR IMMEDIATE RELEASE\*\***

DATE: May 1-7, 2022



**TN VOICES JOINS FORCES WITH GOVERNOR BILL LEE TO PROCLAIM CHILDREN'S MENTAL HEALTH ACCEPTANCE WEEK, LANDMARKS LIT GREEN ACROSS TENN.**

NASHVILLE, Tenn. (April 29, 2022) - During Mental Health Month, [TN Voices](#), Tennessee's leading mental health support services nonprofit, has partnered with Tennessee Governor Bill Lee to proclaim the week of May 1-7 Children's Mental Health Acceptance Week in Tennessee, to prioritize children's mental health in his administration, and to help increase access to the work TN Voices continues to do by providing access to mental health for all Tennesseans.

With the COVID-19 pandemic, economic downturn, and devastating events throughout the world, this year it's more important than ever to help lift up the voices of children suffering with mental health issues.

Organizations across the country are shining a light on mental illness and its effects on the population as developing issues loom for a future generation in the wake of these events. Even before the pandemic, suicide rates among children 10 and older have climbed significantly since 2007, making suicide the second leading cause of death among adolescents.

Nationally, the number of young children and adolescents going to the emergency room because of a mental health crisis shot up during the pandemic, according to the U.S. Centers for Disease Control and Prevention. A recent EdWeek Research Center survey of teenagers found 21 percent of high schoolers said that during the pandemic they felt for the first time they would benefit from school-based mental health services.

Poor mental health care access and quality contribute to poor mental health outcomes, including suicide, among Tennesseans of all ages. TN Voices works to educate Tennesseans about the importance of improving access to mental health care and treatment, and to help break down other barriers, such as negative perceptions about mental illness.

TN Voices would like to thank Governor Lee for helping to make this work possible.

**[Pictures/video for media use of Gov. Lee signing Proclamation will be uploaded to this link once available.](#)**



In addition to Gov. Lee's signing of the Proclamation, the following landmarks will be lit up in green at dusk on these dates to raise awareness during Children's Mental Health Week:

**May 5**

[Big River Crossing Bridge](#)

**Memphis, TN**

**May 5**

[Hernando DeSoto Bridge](#)

**Memphis, TN**

**May 5**

[Nashville Historic Courthouse](#)

**Nashville, TN**

**May 5**

[Tennessee Aquarium](#)

**Chattanooga, TN**

**May 6**

[Korean War Veterans Memorial Bridge](#)

**Nashville, TN**

[\(Click HERE to download a pic from last year\)](#)

If you are a Tennessee resident who is now unemployed or without insurance and you are in need of mental health services, you can call the TN Voices Hope Fund hotline at 615.269.7751.

If you or someone you love needs help maintaining your mental health or processing the current crisis in general, TN Voices staff are available to serve you at 1.800.670.9882. To donate to help fund mental health services for Tennesseans in need, log onto [TNVoices.org/Donate](https://TNVoices.org/Donate).

**Members of the media inquiring about interviews with TN Voices can contact**

[BrianSullivanPR@gmail.com](mailto:BrianSullivanPR@gmail.com) or 901.949.7926.

Those who would like information on mental health advocacy in Tennessee, and to receive updates on TN Voices, email them at [TVC@TNVoices.org](mailto:TVC@TNVoices.org) to join their mailing list.

#### **ABOUT TN VOICES**

*TN Voices, founded by former Second Lady of the United States Tipper Gore in 1986, is a 501(c)3 that advocates for the emotional and behavioral well-being of Tennesseans with emotional, behavioral, and mental health disorders across the state, bringing people and agencies together to address issues pertinent to individual and family needs, to gaps in services within a community, to policy issues at the local, state, and federal levels. TN Voices speaks out as active advocates for the emotional and behavioral well-being of Tennesseans. They provide advocacy, training, support, referral, prevention and early intervention.*

##





# TN VOICES

## Board Action Item

Item Number:	A-5-22-002	Meeting Date:	05/06/2022
Item Title:	PTO Carryover		

---

### BACKGROUND:

To reduce the financial liability, the Operations team proposed a plan that TNV would limit the amount of vacation time an employee was allowed to rollover each calendar year. At the last board meeting, to offset the disruption to employees, the accrued amount was increased last board meeting, increasing PTO accrual rates by providing staff with 2 additional days to encourage mental health and promote the importance of self-care.

Implementation of the vacation carryover will not only reduce financially liability to the agency should separation of an employee occur with the agency, but only promote the importance of utilizing PTO for vacation leave, sick leave, mental wellness days, etc.

Staff can have a maximum accrual of 320 hours and have historically been able to carryover 320 PTO hours year after year. The TNV team proposes to keep the maximum accrual of 320 PTO hours and implement a carryover amount of 240 hours each calendar year with board approval.

### RECOMMENDATION

TN Voices staff requests the board approve the change in policy to limit the number of PTO hours an employee can carry over to 240.

---

### APPROVED:

---

*Board President*

---

*May 6, 2022*

*Date*



## 7.3 Paid Time Off (PTO)

### POLICY

Paid Time Off is accrued for full-time employees according to the following schedule:

Work Schedule 40 hours per week:	
Less than three years	20 days per year
Three years but less than 5	23 days per year
Five or more but less than 10 years	26 days per year
Ten years or more	32 days per year
Twenty years or more	35 days per year
Work Schedule 1-39 hours per week:	
Any length of service	0 days per year

(PTO is received at an accrued rate divided over 26 pay periods and depending on your schedule.)

### PRACTICE

1. The CEO may schedule an office closure during certain holiday periods and/or specific programs may be closed during seasonal periods, during which time employees may be required to take a limited amount of PTO. In the event of an office closure, employees may be granted holiday time for the remainder of the workday. This applies to Full-time employees, who are scheduled to work on the day of closure. If an employee is on PTO, they will not receive holiday pay for an office closure. Please refer to the telework policy.
2. PTO time includes vacation and sick leave.
3. The maximum accrual allowed is 40 days (320 hours) unless approved by the CEO. The accrued PTO is compared to the maximum at the end of each month. In cases where time accrued is in excess of the maximum, the employee will no longer accrue PTO.
4. A maximum of 240 hours of accrued and unused PTO may be carried over from one calendar year to the next.
5. Management reserves the right to pay the employee for their paid time off to manage grant funding at the end of the agency fiscal year.
6. PTO is accrued from the first day of employment, but cannot be used until the first day of the month following the employee's hire date. This period of time may be extended by the CEO. Leave may not be taken before it has been accrued unless preapproved by the CEO or designee.
7. PTO is not accrued on days the employee is not paid or is covered by Worker's Compensation insurance. PTO does not accrue on unpaid days covered by the Family and Medical Leave Act.
8. Employees are expected to request paid time off, for non-emergency situations, at least 2 weeks in advance to allow the supervisor to arrange for program coverage.



8. Any absences not approved by the employee's supervisor will be treated as leave without pay.
9. Upon resignation with at least 8 weeks' notice for medical providers, 4 week's notice for clinical providers and exempt employees, and 2 week's notice for non- exempt employees, accrued PTO is paid to the employee based on the following vesting schedule:

During first 90 days of employment	0%
After first 90 days but less than 1 year	50%
More than 1 year but less than 2 years	75%
Over two years	100%

10. Upon resignation with less than 8 week's notice for medical providers, 4 week's notice for clinical providers and exempt employees or 2 week's notice for non-exempt employees, or termination, accrued PTO is forfeited unless CEO approves payment.
11. PTO cannot be used during the resignation notice period.
12. Management reserves the right of approval over all leave. Efforts will be made to balance the agency's needs with the employee's stated preferences. Under exceptional circumstances, and with the approval of the CEO, an employee may be required to take paid time off.
13. The dollar value of PTO is determined by the employee's full-time annual salary on the effective date of termination.
14. Employees are required to submit a physician's statement confirming illness if any employee has been out of work for three or more days to care for an illness.
15. Upon the death of an employee, their estate or heirs will be reimbursed for unused PTO.
16. Employees may take up to six weeks of Maternity Leave or two weeks of Paternity Leave and use PTO or unpaid time. Any additional time needed must be approved the CEO.

### 7.3.1 Bereavement

Employees will receive three (3) days of for the death of an immediate family member (child, spouse, or grandchild) or a member of their family of origin (parent or sibling). Employees will receive one (1) day of for extended family members.

### 7.3.2 Donation of Leave Time

In the case of family tragedy or serious illness of an employee, staff members may donate their PTO to the employee who does not have enough accrued PTO to cover the amount of time they need to be off work. All requests will be looked at on a case-by-case basis and approved by the COO or designee.

When time is donated by an employee their leave balance will be reduced by the amount of leave that has been donated . That leave will be transferred to the receiving employee and that person's leave balance will be increased by the amount being donated .

An employee may request up to three (3) days leave with a maximum of two (2) requests approved within a calendar year. The employee may not donate leave to anyone in a direct line of supervision upward.





## Board Discussion Item

Item Number:	D5-22-002	Meeting Date:	05/06/2022
Item Title:	Golf Classic Campaign Strategy Update		

### BACKGROUND:

With TN Voices 2<sup>nd</sup> Annual Charity Golf Classic only 10 days away, we continue to actively solicit more golfers, sponsors, and donations. As of May 4, 2022, we have 74 golfers and \$18,900 committed. Of the current 74 golfers, 34 are first-time golfers, and of the 24 sponsors, 15 are first-time sponsors of which these will become new clients we will cultivate going forward.

We initiated a Facebook & LinkedIn golf ad campaign with GSF Media to target executives :

GSF Media's Week 1 Report of a 3-week campaign, resulted in the following:

#### Facebook

- \$149 spent on ads
- 363 link clicks
- \$0.41 CPC
- Ads seen 20,655 times by 10,606 people

#### LinkedIn

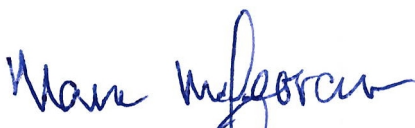
- \$148 spent in ads
- 30 clicks
- \$4.85 CPC
- 2,189 impressions

We are targeting the TN Voices email list plus a lookalike audience. We are also targeting people in the Nashville area interested in golf. On LinkedIn, we are also targeting the TN Voices email list along with people in several different job functions including accounting, real estate, legal, sales, business development, and more.

Of the 5000 TNV emails we supplied to GSF Media, we matched 1700 or 33% with Facebook accounts, and 2100 or 42% with LinkedIn accounts.

### CURRENT STATUS

Chief Development Officer Mark McFerran will be on hand to answer any questions in regard to the Charity Golf Tournament.

  
\_\_\_\_\_  
Chief Development Officer

May 6, 2022

\_\_\_\_\_  
Date





## Board Discussion Item

Item Number:	D5-22-006	Meeting Date:	05/06/2022
Item Title:	2022 Fundraising Endeavors		

---

### BACKGROUND:

Other Fundraising endeavors we will be pursuing in the months ahead:

- Cultivation with prior major donors specifically for legacy gift planning
- Cultivation with existing donors
- Cultivation with lapse donors
- Launching a monthly Giving Club, think subscription for mental health support, similar to current subscriptions people have for music, movies, TV, physical health, etc.
- Residential Homes internal facelift campaigns
- Upcoming events: Gala 11.11.22
- Charity events where TNV is the recipient (organized by other groups)

### CURRENT STATUS

Chief Development Officer Mark McFerran will be on hand to answer any questions in regard to Fundraising endeavors.

---

Chief Development Officer

---

May 6, 2022

Date



# **TN VOICES**

## **NEWSLETTER**

QR CODE

