



Minnesota Alliance on Crime

Board Agenda

June 9, 2016

Agenda Item	Who Leads	Time
I. Introductions/Call to Order	Board Chair	5'
II. Review- Changes/Additions- Action Needed	Board Chair	5'
III. Consent Agenda Items		10'
• Secretary's Report- Action Needed	Secretary	
• Treasurer's Report- Action Needed	Treasurer	
• Director's Report	Executive Director	
IV. Updates	Committees & Staff	15'
• Executive Committee		
• Special Events Committee		
• Legislative Committee		
• Publishing Committee		
• Marketing Committee		
• Strategic Planning Committee		
• Finance Committee		
• Annual Meeting/Capacity Building Training		
V. Action Items		30'
• Technology Grant	Executive Director	
- Website/Logo		
- Equipment Purchases		
• Member Survey	Executive Director	
• Board Source Membership	Executive Director	
• Location of Board Meetings	Executive Director	
VI. Focused Discussion		55'
• Bylaws	Board Chair/Executive Director	
• Board Committees	Executive Director	
• Board Recruitment/BOD Job Description	Executive Director	
VII. Adjourn	Board Chair	

MAC Board Meeting- St Paul, MAC Office
May 12, 2016 - Meeting Minutes

I. Called to Order: 10:08 a.m.

- Those present:
Board of Directors: Vanessa Barr, Vicki Walechka, Karla Bauer, Danielle Kluz, Sara Miller, Chris Jensen, Brenda Skogman, Denise Loy
By Phone: Shane Baker, Kelly Nicholson,
- Executive Director: Bobbi Holtberg,
- Additional attendees: Lisa Smith, Lisa Seifert (by phone)

II. Agenda

- Changes: None
- Additions: None

Motion to approve May agenda.

Motion 1st: Sara Miller

2nd: Danielle Kluz

Approved

III. Secretary's Report

- Reviewed April Minutes

Motion to approve Secretary's Report from April 2016.

Motion 1st: Chris Jensen

2nd: Karla Bauer

Approved

IV. Treasurer's Report

- Reviewed financial report. Discussion on the new budget format, easier to read. Talked about difference between restricted and unrestricted funds. Also asked about what percentage of the budget should be in savings, what amount in checking, and discussed possibility of a mutual fund for interest growth. Will discuss at a later meeting.

Motion to approve Treasurer's Report for April 2016.

Motion 1st: Denise Loy

2nd: Vicki Walechka

Approved

V. Director's Report

Bobbi Holtberg asked for any questions on her report, which is included with the secretary's minutes. Did clarify with the membership renewals that there are 127 letters being sent out to active members and sending out to all County Attorney's and to other stakeholders to start to expand membership and increase awareness of MAC.

- Additional comments from report:
 - Bylaws: highlighted areas for changes; please review and make comments for June-July meeting. Need this done by August so it can be voted on at the Annual Meeting in September.
 - Will be looking for a group of 5-8 people to develop the fundamental training (practitioners). The training grant narrative states development will be from May – March 2016 anticipating the first session to be offered the summer of 2016.
 - Office space together is no longer a discussion among the coalitions. MAC needs to start looking for our own office location and figure out budget for room/space needs. Bobbi will look at square footage cost and will contact a realtor to start looking for nonprofit/commercial space.

- Coalition grant applications (RFP's) may be out May – June.
- New OJP grant analyst assigned to MAC, previously was Lou Powell, now it is Casey Kestler.
- Business owner's insurance will be renewed. Executive Director and Board insurance is up in June; working with Bremer Bank for a new policy.

VI. Committee Reports

- a. Executive Committee: None
- b. Special Events Committee: None
- c. Legislative Committee: None
- d. Publishing Committee: None
- e. Marketing/Development Committee: None
- f. Strategic Planning Committee: None
- g. Financing Committee: None

VII. Other

Annual meeting: Contract signed with Bloomington Crown Plaza – 5401 Green Valley Drive, Bloomington. Thursday afternoon and Friday a.m. speakers/presenters confirmed. Still working on the late Friday morning session of community-system based advocates working together; discussed having topics more general crime focused. Discussed having board member recognition for Sharon Dickie and Lisa Seifert at the annual meeting and a limit of \$100 each for a thank you gift. Discussed possibly continuing the recognition for other exiting board members as an annual agenda item at the annual meeting.

Silent Auction: Need to do more outreach, sign up on the Google Docs and call businesses ASAP. Commit to contacting 10 places and then update list, try to have done before next meeting. Update the list, it's color-coded: Red – no donation, Yellow – Yes will donate but not received, Green – Yes will donate and received. The final closing of the auction will be after lunch so there will be time to process everything before the end of the conference.

Website/MAC Logo: Continuing to be worked on and Bobbi selected a template look. VoyagerWeb recommended updating our Logo and they can assist with a new design for an additional \$1,500. In our technology grant we have equipment and contract services line items and have money to cover this.

Motion made to spend \$1,500 to have VoyagerWeb create a new logo.

- Motion 1st: Vicki Walechka
- Motion 2nd: Brenda Skogman

Approved.

The member only area will be a link, not a page. Bobbi submitted an application to Google for waiving the fee for monthly emails (otherwise it is a \$5/monthly hosting fee). Will be switching to new email address soon. Removing membership pages from current website. Starting to work on the content of the webpage and tentatively looking to switch the site over in about 6 weeks if the logo is ready. The website will include an ESCAPE button for victims to use to go to a weather page. Suggestion to have a Donor/Funder page or area to list and thank donors to provide exposure for their business. At this point in development MAC has 10 pages paid for.

Board Member Recruitment: Bobbi would like to see us present a “slate” of members at the annual meeting to vote and approve. They would be vetted and approved already before being presented at the annual meeting. Would like to see a total of 15 board members and 5 new members recruited to present

at the annual meeting. The Board needs to be actively recruiting! Should figure out “skill sets” that we are looking for and would like to approve new board members by August meeting (suggestions to look at: corporate, underserved communities, non-profit/community-based, victim-survivors).

Board Member Job Description/Conflict of Interest: Bobbi created, please review and make comments.

Member Survey: Bobbi is putting together a survey to send out to members to coincide with the strategic planning process. Starting to draft the questions and wants to rank them by weight. Plans to start working on survey next week and if you want to participate, contact Bobbi. Looking to have rough draft at June meeting and final version to vote on at July meeting.

Agendas: Looked at different agenda formats and agreed to try the third option.

Committees: Moved this agenda item to next meeting – running short on time.

August meeting: Looking to change the meeting date from August 18 or August 4 due to a conflict, stay tuned for the final date.

Renaissance festival: The Renaissance festival has sent us information and options available to MAC for fundraising. At this point we just agreed to sell reduced price tickets and what we don’t sell gets returned to them.

**Next meeting: June 9, 2016 at 10:00 – 1:00 p.m. @ MAC Office, St. Paul
(from 12:00 – 1:00 p.m. will be the strategic planning portion)**

VIII. Adjourn

Adjourned at 1:02 p.m.

Motion 1st: Brenda Skogman

2nd: Karla Bauer

Approved

Respectfully Submitted,

Vicki Walechka
Secretary

**MN Alliance on Crime
Financials Summary
May, 2016**

Income:

Contributions	5.00
Interest Income	2.69

Expenses:

OJP Grant Expenses	8433.97
Technology Grant Expenses	0.00
Unrestricted Expenses	0.00

OJP Grant Expenses:

Personnel	\$4,846.16
Payroll Taxes	\$356.16
Health Insurance Premiums	\$465.86
Rent	\$334.75
Contract Services	\$1,450.00
Dues & Subscriptions	\$0.00
Equipment	\$0.00
Liability Insurance	\$500.43
Workers Comp Insurance	0.00
Miscellaneous	0.00
Office & Program Supplies	178.52
Telephone Expense	173.31
Travel & Training Expenses	74.78
Bank Service Charges	29.00
Aplos Software Expense	25.00
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	8433.97

Available Balances:

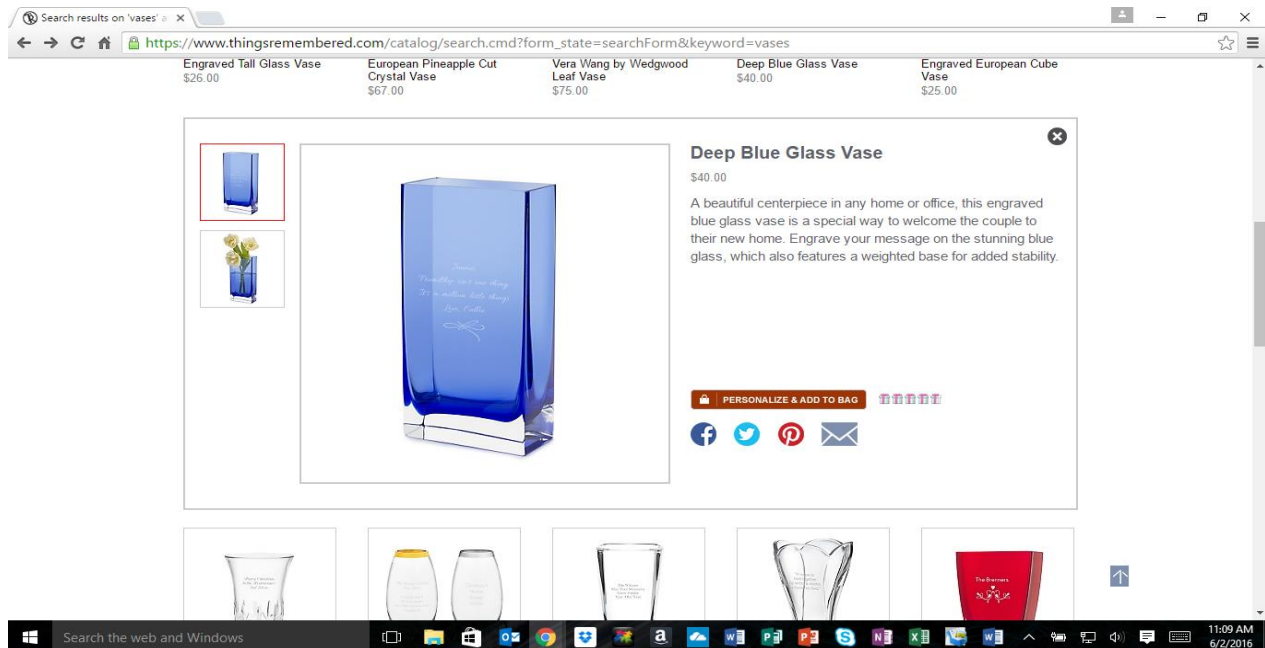
Technology Grant	10025.00
OJP Grant	60099.90
Unrestricted	20314.41
Savings Account	15060.63



155 South Wabasha Street, Suite 104, St. Paul, MN 55107
Phone (612) 940-8090/(866) 940-8090

June 9th, 2016 – Board Meeting

- **Silent Auction:** How are the calls going? Please remember to indicate what businesses/organizations you will be calling on the google doc. I have not received any new donations since the May board meeting.
- **Recognition of Service:** I found a blue vase at Things Remembered that can be engraved that I think Sharon and Lisa would like. With engraving the cost should be under \$100 apiece. Can someone send me the exact years of service for both Sharon and Lisa? Ex: 1991 - 2016



Updates

- **Membership Renewal:** An updated list of applications received will be available at the board meeting. I have had no contact from any county or agency voicing any concerns regarding the new membership and fee structure. I did have a conversation with Pat McDermott from Blue Earth County regarding his interpretation of the application reading as a contract. He articulated support for MAC's mission and core values and I agreed to accept Blue Earth's application without his signature. At the July board meeting, we will need to discuss the process for making outreach to members who have not submitted their renewal applications.
- **June 15th David Doppler Commutation Hearing:** It will be held at 1:30 pm at the Minnesota Judicial Center in St. Paul. Joan Baker, the homicide victim's mother, is traveling from West Virginia to attend. Kathy Fleisher, Joan, and DOC Victim Services staff will be meeting at MAC on June 15th and traveling to the hearing together. DOC is

working on ensuring there is a separate waiting area for us so Joan does not have to have contact with David Doppler's family. Would any MAC board members like to attend the hearing?

- **D&O Liability Insurance Policy:** I submitted a request to Carolina Casualty Insurance to recognize Wells Fargo as our agent for this policy. I am working with John Hanson at Wells Fargo who is requesting quotes. This policy renews on July 9th. I will send pricing information out to the board as soon as I receive it from John.
- **Cash on Hand Best Practices:** I have consulted with MCN, OJP, and MCBW regarding the question raised by Chris at the May meeting dealing with unrestricted funds in reserve. The consensus is that at a minimum a non-profit should have cash-on-hand to cover budgeted expenses for two quarters (6 months). The best practice standard would be to have cash reserves available to cover budgeted expenses for a full fiscal year. OJP indicated that they don't penalize organizations that have more than one year's worth of reserves, but do work with programs to create a financial plan if they have reserves that will only cover budgeted expenses for 3 months or less.
- **OJP Coalition Funding RFP:** OJP has not released the RFP. They have indicated that it will be released sometime in June with an expected submission deadline of end of July. I will be seeking additional funding for development of 1.5 FTE staff positions and increased rent/operating expenses. **NOTE:** I will be putting together the FY17 budget for review and approval at the July board meeting.
- **Office Space:** Art Morrow and I met and he indicated that we can continue to rent month-to-month until decisions have been made regarding what space MAC will need. He also indicated that there is additional space available for MAC to rent. Ideally, if we stayed with MADD, I would like to rent the large room to the left of my office and put 2-3 work stations in there. Art also indicated that MAC could use the door located across from my office as our main door and put signage on it. I told him we would know more once we know what our OJP award will be. I will also be looking for other gen/op grant funding opportunities.

I reached out to Amanda Vickstrom with the Elder Justice Project as she recently relocated and worked with a realtor. I sent an email of inquiry to realtor, Michael Dolan, but have not received a response. To provide some context to pricing, I am sharing Amanda's response. Ideally, I think MAC would need 500-750 square feet, with shared meeting areas.

"We are at \$11.75/square foot for rent plus \$10.41/square foot for CAM/operating - so right around \$22/sq foot total. We have right around 1500 square feet for offices (you pay for extra square feet though to include common areas - about 200 extra - standard). Rent for us is right around \$3200 for our 1700+ rentable square feet, but we have 4 offices, a kitchen, one large conf room and an entry. We were able to move walls and do a floor plan how we wanted it, and they are remodeling the building and got new carpet, paint etc. Think there are a couple of offices left in here (full of nonprofits) - one is around 1500 square feet I think, the other bigger - maybe 4000? Not sure if they will divide that or not. Sean and Michael could easily find out.

I gave Sean and Michael parameters of what we wanted, they sent me a list of like 30 available options, I picked out like 8 to go see, and they set up showings, all in one day.

The lease negotiations took FOREVER."

- **Renaissance Festival:** I submitted our application to sell tickets. I don't expect to hear back from Stephanie until mid-late July.

Training

- **Training Development Workgroup:** I am looking for 3-4 victim service providers to participate on the workgroup for the purpose of developing the curriculum for the two-day Fundamentals in Victim Services training. I would like to have participants identified and a timeline developed by August 1st. Please give thoughtful consideration as to whom might be a good fit, able, and willing to work with MAC in this capacity.
- **Quarterly Webinar Series:** I would like to begin the webinar series in July. I have chosen the 3rd Wednesday of the month from 12pm-1pm. The first topic will be, *What Does the BCA Do?* Kelly Nicholson has agreed to reach out to Maryann Saad at the BCA.

Strategic Visioning

- I thought it may be helpful to provide links to other state general crime coalition websites. It is helpful to understand how others are articulating their mission and work. If possible, take a few minutes to look at these sites prior to our conversation facilitated by Julia and Al on Thursday.

[Washington Coalition of Crime Victim Advocates](#)

[Arizona Coalition for Victim Services](#)

[Crime Victims' Assistance Network](#)

[Nebraska Coalition for Victims of Crime](#)

[Missouri Victim Assistance Network](#)

Misc.

- **Thank you to Diane Homa:** Diane generously donated all the proceeds from sales of her handcrafted pottery at the OJP conference. I believe sales were around \$250. I will have a thank you card for Diane at the board meeting for board members to sign.
- **OJP Conference:** There was good attendance at MAC's resource table. We gave away all of our flashlights and notepads. Once we have chosen a new logo, I will order new and improved swag. If you have ideas, please let me know. Several participants asked if the silent auction will be back next year😊

Legislative

Update: The governor signed the Body Camera Bill into law on May 31, 2016. I have re-posted below what was sent to membership in the eUpdate last week.

- **MANDATORY OFP EXTENSION HEARINGS ELIMINATED:** [HF2552](#) passed unanimously in both chambers and was signed by the governor on the May 19th and is now [session law chapter 141](#). This bill eliminates the mandatory hearing that was required for extensions of limited-relief Orders for Protection. It will take effect on August 1, 2016.
- **OFP RESPONDENT FILING FEES ELIMINATED:** [HF2553](#) also passed unanimously in both chambers and has been sent to the governor for signature. This bill eliminates the filing fee for respondents in Order for Protection proceedings. Petitioners already have filing fees waived. If the governor signs the bill, this law will also go into effect on August 1, 2016.
- **REVENGE PORN PROHIBITION, REMEDIES & PENALTIES:** [SF2713](#) was signed by the Governor on May 19th and is now [session law chapter 126](#). This bill creates civil remedies and criminal penalties for the nonconsensual distribution of private sexual images, also known as "revenge porn." We will send out a more detailed review of the law in our in-depth 2016 Legislative Summary. The law will go into effect on August 1, 2016.

- **LAW ENFORCEMENT USE OF BODY CAMERAS:** SF498 passed both chambers and is was signed by the Governor on May 31st. The legislation that passed does the following:
 - Classifies law enforcement body camera *data as presumptively private or nonpublic data*. HOWEVER, body camera *data would be public IF, AND ONLY IF:*
 - § A subject of the data requests that it be public (in which case law enforcement must redact the data of other subjects who do not consent to it being public, if practicable); or
 - § Law enforcement either discharges a firearm or uses force that results in substantial bodily harm.
 - Subjects of the data can always have access to the body camera footage, but if the subject request a copy of the footage, generally other data subjects must be redacted if they have not consented to release of the footage.
 - Allows that any person may bring an action in the district court located in the county where body camera data are being maintained to authorize disclosure of data.
 - Maintains that body camera data that is investigative is still confidential (meaning, as with all investigative data, it is not accessible to the data subjects or the public until the investigation has concluded).
 - Creates timelines for the retention and destruction of data.
 - Requires protocols for sharing data within and between law enforcement entities; audits of data; prohibition of law enforcement use of body cameras unless written policy is adopted after public comment; and reports to the legislature.
 - Most of the legislation is effective August 1, 2016.

Safe Harbor: The 2016 supplemental budget bill (HF 2749) passed both House and Senate and is now headed to Governor Dayton's desk.

It includes:

- An additional **\$66,000 in FY 2017** and **\$3 million in FY 2018/2019** (\$1.5 million each year) for Safe Harbor. This brings the total ongoing state investment in Safe Harbor to **\$11 million in FY 2018/2019**.
- Expansion of eligibility for Safe Harbor shelter/housing and supportive services through the age of 24.
- **\$820,000 in FY 2017** and **\$1.6 million in FY 2018/2019** (\$820k each year) for sex trafficking investigation grants to law enforcement.
- A policy provision modifying MN Statute 609.324 to increase penalties for perpetrators apprehended during the course of undercover operations.

MAC activity report

Week	(All)
Date	(All)

Row Labels	Sum of Time
Email	15.5
Fundraising	1
Meeting	25
Meeting Prep	9
Phone call	1.5
Research & Development	27.5
Training	42
(blank)	
Travel	6
Victim Service	3.5
Administrative	10.5
Outreach to Membership	19.5
PTO	4
Holiday	8
Grand Total	173

Draft Agenda

2016 MAC Annual Meeting and Capacity Building Training

September 8-9, 2016

Crowne Plaza – Bloomington

5401 GREEN VALLEY DRIVE BLOOMINGTON, MN 55437

Thursday September 8, 2016

7:30 – 8:30 – Silent Auction Set-Up

8:30 – 9:30 – Registration/Silent Auction Browsing

9:30 – 12:00 Membership Meeting

- Welcome and Silent Auction Instructions
- Board Member Recognition
 - Sharon Dicke
 - Lisa Seifert
- Annual Reports
- Discussion of MAC Strategic Visioning Process
- Discussion of MAC Programmatic/Training Initiatives
 - Introduce New Workgroup/Council opportunities
 - Training development?
 - Legislative?
 - Victim/Survivor Advisory Council?
- Discussion of possible MAC 2017 Legislative Priorities
- Introduction of proposed slate of MAC Board Members
- Introduction of any amendments to Bylaws
- Membership voting
- Set next annual meeting date and location, adjourn

12:00 – 1:00 Lunch

1:00 – 3:00 Finding from Victim Focus Groups - Rick Lind & Safia Khan – confirmed

3:00 – 3:30 Debrief

3:30 – 4:00 Silent Auction Browsing

Friday, September 9, 2016

8:00 – 9:00 Silent Auction Browsing

9:00 – 10:45 ACE's Study –I presenter Karina Forrest Perkins - confirmed

10:45 – 11:00 Break

11:00 – 12:00 – Building Collaboration Between System Based and Community Based Advocates
(Vanessa will reach out to Rice County)

12:00 – 1:00 Lunch
Silent Auction Bidding will close at 1:00

1:00 – 1:30 Victim Story - Confirmed

1:30 – 2:30 Implications of Unrecognized Trauma, Grief, and Mental Illness - potential presenter, Ericka Arnold-McEwan (Danielle will do outreach)

2:30 – 2:45 Break

2:45 – 3:30 – New Trends and Promising Practices in Victim Services/MAC Initiatives – Bobbi will present

3:30 – 4:30 Silent Auction Closeout/Cleanup

Minnesota Alliance on Crime

2016 Membership Survey

Please select the number that best shows how satisfied you are with each aspect of MAC that is described below. Provide additional comments if you wish.

1: Very Dissatisfied
2: Dissatisfied
3: Neutral

4: Satisfied
5: Very Satisfied

PLANNING AND IMPLEMENTATION

- Clarity of the vision for where MAC should be going
- Planning process used to prepare MAC's objectives
- Follow through on MAC's activities
- Efforts to promote collaborative action
- Training and technical assistance provided by staff
- Legislative/public policy advocacy provided by staff

LEADERSHIP

- Strength and competence of MAC staff and board
- Commitment of MAC to build and sustain a diverse membership
- Opportunities for MAC members to take leadership roles
- Balance of power between staff, leaders, and members

INVOLVEMENT IN COALITION

- Participation of influential people from key sectors and organizations
- Collaboration with local communities/agencies
- Assistance given to local communities to become better able to address and resolve their concerns
- Location of meetings and training sites
- Frequency and duration of meetings

COMMUNICATION

- Use of print/broadcast media to promote awareness of MAC's goals, actions, and accomplishments
- Use of social media to promote awareness of MAC's goals, actions, and accomplishments

- Communication between MAC members and staff
- Communication among members of Coalition
- Communication between MAC and the broader community
- Extent to which MAC members are listened to and heard
- Working relationships established with key stakeholders
- Information provided on issues and available resources

PROGRESS AND OUTCOMES

- MAC's efforts to financially sustain itself over time
- Progress in meeting MAC's mission to advance rights and services for victims of crime in Minnesota
- Capacity of MAC and its members to advocate effectively on behalf of crime victims

TECHNICAL ASSISTANCE

Did you contact MAC for technical assistance in the last year?

- ☐ Yes
- ☐ No

If you responded "yes," please check the following statements with which you agree:

- ☐ The assistance I received was accurate and useful
- ☐ The assistance provided manageable tools and resources
- ☐ The assistance was timely

What sort of technical assistance did you need (check all that apply)?

- ☐ Update policies and practices
- ☐ Enhance and/or develop services
- ☐ Respond to survivor needs
- ☐ Provide resources
- ☐ Other (please specify)

If you responded "no," please check the following statements with which you agree:

- ☐ I was not familiar with MAC's resources
- ☐ I was not aware it was an option
- ☐ I was able to find resources locally

- ☐ I did not need technical assistance

MAC STRENGTHS AND CHALLENGES (open-ended questions)

1. What are MAC's current strengths?
2. What could MAC improve upon?
3. What are challenges that MAC and its members may face in the future?
4. In general, how satisfied are you with MAC? (1-6 scale)

**STATED BYLAWS
OF THE
MINNESOTA ALLIANCE ONCRIME**

**ARTICLE I
Registered Office**

The registered office of this corporation, at which the general business of this corporation shall be transacted and where the records of this corporation shall be kept, shall be at such a place in the State of Minnesota as shall be fixed from time to time by the Board of Directors.

**ARTICLE II
Membership**

SECTION 2.1 Membership. Individuals or agencies desiring membership status shall complete and submit an annual membership form with dues assigned and established periodically by the Board of Directors. If meeting the financial obligation of membership presents a hardship for an individual or organizations may submit a proposal to the Executive Board for special consideration. Proposals will be reviewed for acceptance on a case-by-case basis.

SECTION 2.2 Voting Members. Every person/agency who is a member, during the membership year, as established from time to time by the Board of Directors shall be deemed a voting member of the corporation for that year. Each voting member shall exercise the privilege of one (1) vote.

Commented [ED1]: Need to draft language regarding definition of voting and non-voting members,

SECTION 2.2 Interest in Property. The members of this corporation shall not, as such, have any right, title or interest in the real or personal property of this corporation.

SECTION 2.3 Resignation. Any member may resign his or her membership at any time by giving written notice to the Board of Directors. Such resignation shall take effect at the beginning of the next Board of Directors meeting or at such time as may be specified in the notice.

SECTION 2.4 Termination. Any membership may be terminated by a two-thirds majority vote of the Board of Directors.

**ARTICLE III
Meetings of Members**

SECTION 3.1 Annual Meeting. The annual meeting of the members of this corporation for the purposes of nominating and recruiting board members, the presentation of reports on the activities and financial condition of this corporation, and the transaction of such other business as may properly come before the meeting, shall be held at such time in the

month of September in each year as may be designated from time to time by the Board of Directors and at the place designated from time to time by the Board of Directors.

SECTION 3.2 Notice. Written notice of each meeting of the members stating the time and place thereof shall be mailed, postage prepaid, or electronically not less than five nor more than sixty days before the meeting, excluding the day of the meeting, to each member of this corporation at his or her last known address. Any member may waive notice of a meeting before, at or after the meeting, orally, in writing, or by attendance. Attendance at a meeting is deemed a waiver unless the member objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened, or objects before a vote on an item of business because the item may not lawfully be considered at that meeting and the member did not participate in the consideration of the item at that meeting.

SECTION 3.3 Members List for Meeting. Member list shall consist of all members as of the date of the meeting.

SECTION 3.4 Voting. At all meetings of the members, each voting member shall be entitled to ~~cast~~-one vote on any questions coming before the meeting. The presence of one-third of ~~the~~voting members shall constitute a quorum at any meeting thereof. The voting members present and entitled to vote at any meeting, although less than a quorum, may adjourn the meeting. A majority vote of the voting members present and entitled to vote at any meeting at which a quorum is present shall be sufficient to transact business. When any meeting of the members is adjourned to another time and place, notice of the adjourned meeting neednot be given other than by announcement- at the meeting at which adjournment- is -taken.

ARTICLE IV Directors

SECTION 4.1 Number. The Board of Directors of this corporation shall consist of five to twenty-five members.

SECTION 4.2 Terms. Directors of this corporation shall be elected to serve for a term of two years. Directors of the corporation shall serve without financial compensation. The directors shall be divided into two classes, approximately equal in number, so that the terms of office of approximately one-half of the directors shall expire each year. Each director shall hold office for the term for which the director was elected and until the end of the meeting at which the director's successor has been elected, or until the director's death, resignation,- or removal.

SECTION 4.3 Removal. Any director may at any time be removed with cause by the Board of Directors. If a vacancy occurs because of the death, resignation or removal of a director and results in Board membership less than the minimum set forth in the bylaws, such vacancy shall be filled by the Board of Directors for the unexpired term of such director.

February 2015

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Commented [ED2]: I would suggest limited the maximum number of directors to 15.

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Commented [ED3]: I would suggest implementing terms of 3 years and term limits of 2 consecutive terms. We will need to work out how this will affect currently sitting directors in hopes of developing a schedule where 1/3 of directors terms would expire annually. Discussion is also needed regarding the makeup of the board, i.e. members vs non-members, survivors, etc.

Commented [ED4]: Do we want to create an "ad hoc" BOD position? Technically, Karla, Kelly ad Danielle are successor's to Lisa, Sharon, and Catie. We didn't know it work out that way, which is why we had agreed to recruit ad hoc directors.

ARTICLE V

Duties of Directors

SECTION 5.1 Meeting Attendance. Directors of this corporation shall make every effort to attend all meetings of the Board of Directors. Failure to attend three (3) consecutive meetings per fiscal year shall be grounds for removal, unless otherwise previously approved of by the Board of Directors.

SECTION 5.2 Training. Directors of this corporation shall attend, participate in, and successfully complete annual board training as organized by the Board of Directors.

SECTION 5.3 Committee Participation. Directors of this corporation shall be assigned to a committee as set forth by the Board of Directors. Every effort shall be made to assign the director to his or her committee of choice.

ARTICLE VI

Meetings of the Board of Directors

SECTION 6.1 Meeting for the Purpose of Electing Officers. The meeting of the Board of Directors for the purpose of electing officers and transacting such other business as may properly come before the meeting shall take place each year, at the first board meeting following the Annual Meeting in September, at the time and place designated by the Board of Directors.

SECTION 6.2 Other Meetings. Other meetings of the Board of Directors may be held at such time and place as announced at a previous meeting of the Board of Directors. Meetings of the Board of Directors may also be called at any time (a) by the President, (b) upon the request of three or more members to the President of the Board of Directors. Anyone entitled to call a meeting of the Board of Directors may make a request to the President to call the meeting, and the President shall give notice of the meeting, setting for the time, place and purpose thereof, to be held between five and thirty days after receiving the request. If the President fails to give notice of the meeting within seven days from the day on which the request is made, the person or persons who requested the meeting may fix the time and place of the meeting and give notice in the manner hereinafter provided.

SECTION 6.3 Notice. Notice of each meeting of the Board of Directors and of each annual meeting, stating the time and place thereof, shall be provided not less than five nor more than thirty days before the meeting, excluding the day of the meeting, to each director at his or her last known address. Any director may waive notice of a meeting before, at or after the meeting, orally, in writing or by attendance. Attendance at a meeting is deemed a waiver unless the director objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened, and the director does not participate in the meeting.

Commented [ED5]: How do we want to implement the BOD job description?

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Commented [ED6]: It should be the duty of the BOD to recruit, thoroughly vet, potential new board members and then present a slate of proposed BOD to the membership to ratify through a vote.

SECTION 6.4 Quorum. The presence of one-third of the Board of Directors shall constitute a quorum at any meeting thereof . The directors present at any meeting, although less than a quorum, may adjourn the ~~meeting~~.

SECTION 6.5 Voting. At all meetings of the Board of Directors, each director shall be entitled to cast one vote on any question coming before the meeting. A majority vote of the directors present at any meeting, if there be a quorum, shall be sufficient to transact any business, unless a greater number of votes is required by law or these Bylaws. A director shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Directors. A director who is present at a meeting of the Board of Directors when an action is taken is presumed to have assented to the action unless the Director votes against the action, abstains, or is prohibited from voting on the ~~action~~.

SECTION 6.6 Written Action. Any action that could be taken at a meeting of the Board of Directors may be taken by written action as provided in this corporation's stated Articles of Incorporation.

SECTION 6.7 Conflicts of Interest. This corporation shall not enter into any contract or transaction with (a) one of more of its directors, (b) a director of a related organization (within the meaning of Minnesota Statutes, section 317A.011 subd.18) or (c) an organization in or of which a director is a director, officer or legal representative or have a material financial interest; unless the material facts as to the contract or transaction and as to the director's interest are fully disclosed or known to the Board of Directors, and the Board of Director authorizes, approves, or ratifies the contract or transaction in good faith by the affirmative vote of a majority of the directors (without counting the interested director), at a meeting at which there is a quorum without counting the interested director. Failure to comply with the provisions of this section 5.7 shall not invalidate any ~~contract~~ or transaction to which this corporation is a ~~party~~.

Commented [ED7]: Do we need to add any additional language regarding disclosure?

ARTICLE VII

Officers

SECTION 7.1 Tenure of Office. The officers of this corporation shall be a President, a Co-President, a Secretary, a Treasurer and such other officers as the Board of Directors may designate. Officers shall be elected by the Board of Directors to serve for terms of one year. Any officer may at any time be removed by the Board of Directors with cause. The same person may not hold more than one office at the same time.

SECTION 7.2 President. The President shall: (1) have general active management of the business of the corporation; (2) when present, preside at meetings of the board and of the members; (3) see that orders and resolutions of the board are carried into effect; (4) sign and deliver in the name of the corporation deeds, mortgages, bonds, contracts, or other instruments pertaining to the business of the corporation, except in cases in which the authority to sign and deliver is required by law to be exercised by another person or is expressly delegated by the articles or bylaws by the board to another officer or agent ~~of~~

the corporation; (5) when necessary, certify proceedings of the board and the members, and (6) perform other duties prescribed by the Board.

SECTION 7.3 President Elect. The President Elect shall perform the duties of the President in case of the latter's absence or disability. Execution by the President Elect on behalf of this corporation of any instrument shall have the same force and effect as if it were executed on behalf of this corporation by the ~~President~~.

SECTION 7.4 Secretary. The Secretary shall provide for the keeping of proper records of all transactions of this corporation. The Secretary shall also perform such other duties as may be assigned by the Board of ~~Directors~~.

SECTION 7.5 Treasurer. The Treasurer shall: (1) keep accurate financial records for the corporation; (2) endorse for deposit notes, checks and drafts received by the ~~corporation~~ as ordered by the board, making proper vouchers for the deposit; (3) deposit ~~money~~, drafts, and checks in the name of and to the credit of the corporation in the banks and depositories designated by the board; (4) disburse corporate funds and issue checks and drafts in the name of the corporation, as ordered by the board; (5) on a quarterly basis and upon request of the Board of Directors, provide the president and the board an account of transactions by the treasurer and of the financial condition of the corporation; and (6) perform other duties prescribed by the board or by the president.

SECTION 7.6 Additional Powers. Any officer of this corporation, in addition to the powers conferred upon that officer by the Bylaws, shall have such powers to perform additional duties as may be prescribed by the Board of ~~Directors~~.

ARTICLE VIII Committees

SECTION 8.1 Authority. The Board of Directors may act by and through ~~such~~ committees as it may create. Each committee shall have duties and responsibilities as are assigned by the Board of Directors. Each such committee shall at all times be subject to the control and direction of the Board of Directors. Committee members, other than members of the Executive Committee, need not be ~~directors~~.

SECTION 8.2 Membership. Each committee shall consist of, at a minimum, one member of the Board of Directors, and shall consist of two to ten committee ~~members~~. Membership on a committee shall be open to all Board members, as well as all members of the corporation.

SECTION 8.3 Executive Committee. The Executive Committee shall be composed of: the President; the President Elect; the Secretary; and the Treasurer. The Executive Committee shall have the authority of the Board of Directors in the management of the business of this corporation in the interval between meetings of the Board of Directors. The Executive Committee shall at all times be subject to the control and direction of the Board of Directors.

February 2015

Commented [ED8]: Do we want to consider and changes to the makeup of committees? i.e. do non BOD committee members need to be voting members?

SECTION 8.4 Meeting. Meetings of any committee may be called at any time by a member of the committee or by the President, on at least five days notice by email, or two days oral notice by telephone or in person. Meetings of each committee may also be held at such time and place as are announced at a previous meeting of the committee. Appearance at a meeting is deemed to be a waiver of the notice unless the committee member objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened and the committee member does not participate in the meeting.

SECTION 8.5 Voting. At all meetings of a committee of this corporation each member thereof shall be entitled to cast one vote on any question coming before such meeting. The presence of a majority of the membership of any committee of this corporation shall constitute a quorum at any meeting thereof, but the members of a committee present at any such meeting, although less than a quorum, may adjourn the meeting. A majority vote of the members of a committee of this corporation present at any meeting thereof, if there be a quorum, shall be sufficient for the transaction of the business of such committee. Any action that could be taken at a committee meeting may be taken by written action signed by all members of the committee.

ARTICLE IX Executive Director

SECTION 9.1 Position. The Board of Directors may employ, at a salary it shall determine, an Executive Director of the Corporation.

SECTION 9.2 Responsibilities. The Executive Director shall be responsible to the Board for:

1. carrying out the policies and programs of the corporation;
2. employing and discharging employees in accordance with the policies of the corporation;
3. supervising all expenditures of the corporation in accordance with the policies of the corporation;
4. reporting, regarding the work of the corporation, at each meeting of the board; and
5. perform other duties prescribed by the Board of Directors or by the President.

SECTION 9.3 Execution of Documents. The Executive Director shall have authority to execute all documents necessary for the day to day operation of the corporation.

SECTION 9.4 Evaluation. The Executive Director shall be evaluated on an annual basis in a manner to be determined by the Board of Directors. A written summary of each such evaluation shall be placed in the Executive Director's personnel file.

SECTION 8.5 Committees. The Executive Director shall be an ex-officio member of the Board of Directors, the Executive Committee, and all standing and special committees of the Board, but shall have no vote thereon.

ARTICLE X
Indemnification

To the full extent permitted by any applicable law, this corporation shall indemnify each person made or threatened to be made a party to any threatened-, pending or completed civil, criminal, administrative, arbitration, or investigative proceeding, including a proceeding by or in the right of this corporation, by reason of the former or present capacity of the person as:

- (a) a director, officer, employee or member of a committee of this corporation,
- (b) a director, officer, partner, trustee, employee or agent of another organization or employee benefit plan, who while a director, officer, or employee of this corporation, is or was serving the other corporation at the request of this corporation or whose duties as a director, officer, or employee of this corporation involve or involved such service to the other corporation,

against judgments, penalties, fines (including, without limitation, excise taxes assessed against the person with respect to an employee benefit plan), settlements, and reasonable attorney's fees and disbursements, incurred by the person in connection with the proceeding.

Indemnification provided by this section shall continue as to a person who has ceased to be a director, officer, employee or committee member, shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of a matter occurring before the adoption of this section shall apply as a credit against any indemnification provided by this section.

Any member, director, officer, or agent is not civilly liable for an act or omission by that person if the act or omission was in good faith, was within the scope of the person's responsibility, and did not constitute willful or reckless misconduct. Actions such as breach of fiduciary duty- federal causes of action, and breach of contract are not covered.

The corporation may, to the full extent permitted by applicable law, purchase and maintain insurance on behalf of any person who is or was a director, officer, or employee or a member of a committee of this corporation against any liability asserted against such person and incurred by such person in any such capacity.

ARTICLE XI

Finance

SECTION 11.1 Acceptance. Any dues, contributions, grants, bequests or gifts made to the corporation shall be accepted or collected only as authorized by the Board of Directors.

SECTION 11.2 Deposit of Funds. All funds of the corporation shall be deposited to the credit of the corporation under such conditions and in such banks, trust companies, or other depositories as shall be designated by the Board of Directors.

SECTION 11.3 Record of Transactions. All contracts, checks and orders for the payment, receipt or deposit of money, and access to securities of the corporation shall be recorded in a manner as designated by the Board of Directors.

SECTION 11.4 The annual budget of estimated income, income expense and capital expense shall be approved by the Board of Directors.

SECTION 11.5 Title to all property shall be held in the name of the corporation.

SECTION 11.6 Authority to Borrow, Encumber Assets No director, officer, agent, or employee of this corporation shall have any power or authority to borrow money on its behalf, to pledge its credit or to mortgage or pledge its real or personal property except within the scope and to the extent of the authority delegated by resolutions adopted by the Board of Directors. Authority may be given by the Board of Directors for any of the above purposes and may be general or limited to specific instances.

SECTION 11.7 A summary report of the financial operation of the corporation shall be made by the Treasurer at least quarterly to the Board of Directors.

ARTICLE XII

Miscellaneous

SECTION 12.1 Fiscal Year. Unless otherwise fixed by the Board of Directors, the fiscal year of this corporation shall begin on July -1 and end on the succeeding June- 30.

SECTION 12.2 Corporate Seal. This corporation shall have no seal.

SECTION 12.3 Electronic Communications. A director or committee member may participate in a meeting by any means of communication through which such person, other persons so participating, and all person physically present at the meeting may simultaneously hear each other during the meeting. Participation in a meeting by that means constitutes presence in person at the meeting. A conference among directors or committee members by any means of communication through which such person may simultaneously hear each other during the conference is a meeting of the Board of Directors or committee, as the case may be, if the same notice is given of the conference.

as would be required for a meeting, and if the number of persons participating in the conference would be sufficient to constitute a quorum at a meeting. Participation in a meeting by that means constitutes presence in person at a meeting.

SECTION 12.4 Amendments. The membership may amend these bylaws by a majority vote of the membership.

SECTION 12.5 Discrimination. This corporation shall not discriminate on the basis of race, age, color, religion, physical or mental disability, affectional orientation, public assistance or marital status.

Recommended MAC Board Committee Structure

The role of a board committee is to prepare recommendations for the board, decide what matters need to be taken up by the full board, advise organization staff when needed, or to take on a significant project/event. Board Committees assign a committee chair and establish an on-going meeting schedule. Committee meeting minutes are distributed to the full board on a regular basis.

Executive: Oversee operations of the board; act on behalf of the board during on-demand activities that occur between meetings, these acts are later presented for full board review; comprised of board chair, other officers and/or committee chairs; performs evaluation of Executive Director.

Board Development: Ensure effective board processes, structures and roles, including retreat planning, committee development, and board evaluation. Is responsible for developing plan to ensure recruitment of most qualified potential board members and oversees creation and delivery of orientation and training for new and current board members.

Budget and Finance: Oversee development of the budget; ensure accurate tracking/monitoring/accountability for funds; ensure adequate financial controls; often led by the board treasurer; review major grants and associated terms.

Outreach and Engagement: Develop and carry out plan to grow the organizations visibility and engage stakeholders in the work of the organization. Ensure organization has informed understanding of the needs of both member programs and the individuals that member programs serve.

Public Policy: Monitors and responds to issues effecting crime victims and victim service providers throughout the state of Minnesota. Ensures the full board and membership is kept informed regarding issues, trends, policy, and potential legislative actions.

Potential Ad Hoc Committees: (ad hoc committees *exist to accomplish a specific goal over a specific amount of time*)

Special Events: Plans and coordinates special events as needed.

Training: Provides direction regarding training needs of membership and assists planning and coordination of training delivery.

Research: Conducts specific research and/or data gathering to make decisions about a current function in the organization, (i.e.) website design, technology upgrades, other topic specific issues.



Minnesota Alliance on Crime Board of Director's Job Description

MAC Board member terms are **three years** in duration and a member may, if ratified by membership, serve up to **two consecutive** terms.

MAC Board members are expected to provide a time commitment of **five to ten hours** per month to ensure all duties are fulfilled; and provide additional time as needed for special events and projects.

EXPECTATIONS OF THE BOARD AS A WHOLE

As the highest leadership body of the organization and to satisfy its fiduciary duties, the board is responsible for:

- Determining the mission, core values, and purposes of the organization;
- Selecting and evaluating the performance of the Executive Director;
- Strategic and organizational planning;
- Ensuring strong fiduciary oversight and financial management;
- Fundraising and resource development;
- Approving and monitoring MAC's programs and services;
- Enhancing MAC's public image; and
- Assessing its own performance as the governing body of MAC.

EXPECTATIONS OF INDIVIDUAL BOARD MEMBERS

Each individual board member is expected to:

- Know the organization's mission, core values, policies, programs, and needs;
- Faithfully read and understand the organization's financial statements;
- Serve as active advocates and ambassadors for the organization and fully engage in identifying and securing the financial resources and partnerships necessary for MAC to advance its mission;
- Leverage connections, networks, and resources to develop collective action to fully achieve MAC's mission;
- Give a meaningful personal financial donation
- Help identify personal connections that can benefit the organization's fundraising and reputational standing, and can influence public policy;
- Prepare for, attend, and conscientiously participate in board meetings; and Participate fully in one or more committees.

Further, board members are expected to:

- Follow the organization's bylaws, policies, and board resolutions;
- Sign an annual conflict-of-interest disclosure and update it during the year if necessary, as well as disclose potential conflicts before meetings and actual conflicts during meetings; and

- Maintain confidentiality about all internal matters of MAC.

MAC's Mission Statement

The mission of Minnesota Alliance on Crime (MAC) is to provide a statewide coalition for crime victim service programs, while working to improve response to victims of crime in Minnesota through education, resources, and legislation.

MAC's Core Values

1. We oppose the use of all forms of violence and affirm the basic human right of every person to live without fear or the threat of violence throughout the course of one's life.
2. We stand in solidarity with efforts around the world to end all forms of discrimination, exploitation, and violence.
3. We recognize that forms of oppression based on race, gender, class, ethnicity, nationality, disability, age, religion, and sexual orientation create a climate of supremacy and ownership that facilitates the use of on-going violence.
4. We believe in the strength of diversity, embrace the differences among ourselves and within our communities, and promote the development of leadership in all communities.
5. We undertake prevention efforts to confront and change cultural norms and practices that facilitate violence.
6. We promote and encourage the leadership of victim/survivors in guiding our advocacy, policy, and training efforts.
7. We affirm the power of collective and collaborative efforts to advocate with social systems and institutions in order to end violence.
8. We encourage reflection about our work and thoughtful evaluation of our efforts. We are committed to the ongoing development of innovative strategies and programs to better meet the diverse and emerging needs of crime victim.
9. We commit to create a work environment for staff and volunteers that respects diversity, fosters professional growth, encourages critical thinking and initiative, and promotes diligent and effective advocacy efforts.

I have read and agree to promote MAC's mission and core values; and execute the duties and responsibilities of a member of the Board of Directors for the duration of my tenure.

Signed: _____

Date: _____

Minnesota Alliance on Crime (MAC)
Board of Directors Candidate Application

Bobbi Holtberg, Executive Director
155 S. Wabasha Street, Ste. 104
St. Paul, MN 55104
bobbi@mnallianceoncrime.org
612.940.8090

Please return this application to the above address by (date): _____

Date _____

Name _____
First MI Last

Residence

Address _____

Phone _____ E-mail _____

Employer

Name _____

Your title _____

Address _____

Phone _____ E-mail _____

Type of business or organization _____

Primary service(s) and area/population served _____

Preferred method of contact () Work () Residence

Please list boards and committees that you serve on, or have served on (non-profit, civic, community, fraternal, political, professional, recreational, religious).

Organization	Role/Title	Dates of Service
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Education/Training/Certificates

Optional – Have you received any awards or honors that you'd like to mention?

How do you feel MAC would benefit from your involvement on the Board?

Skills, experience and interests (Please circle all that apply)

Finance, accounting

Personnel, human resources

Administration, management

Nonprofit experience

Community service

Policy development

Program evaluation

Public relations, communications

Education, instruction

Special events

Grant writing

Fundraising

Outreach, advocacy

Other _____

Other _____

Other _____

Please list any groups, organizations or businesses that you could serve as a liaison to on behalf of MAC.

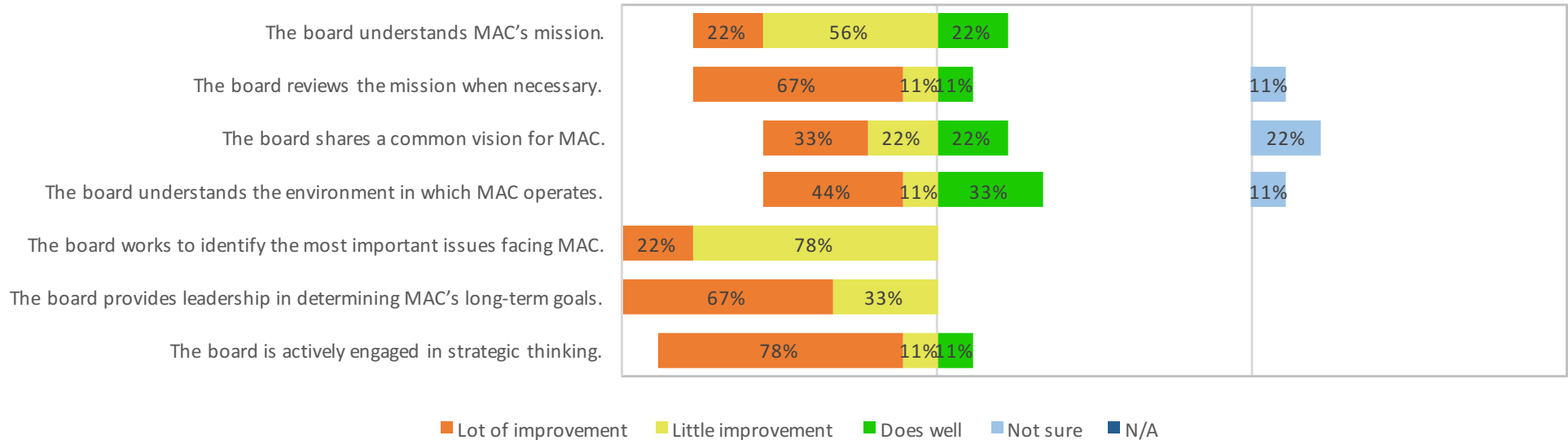
Please tell us anything else you'd like to share.

Thank you for applying!

Board Assessment Results

Minnesota Alliance on Crime

Board Leadership



Comments on Board Leadership

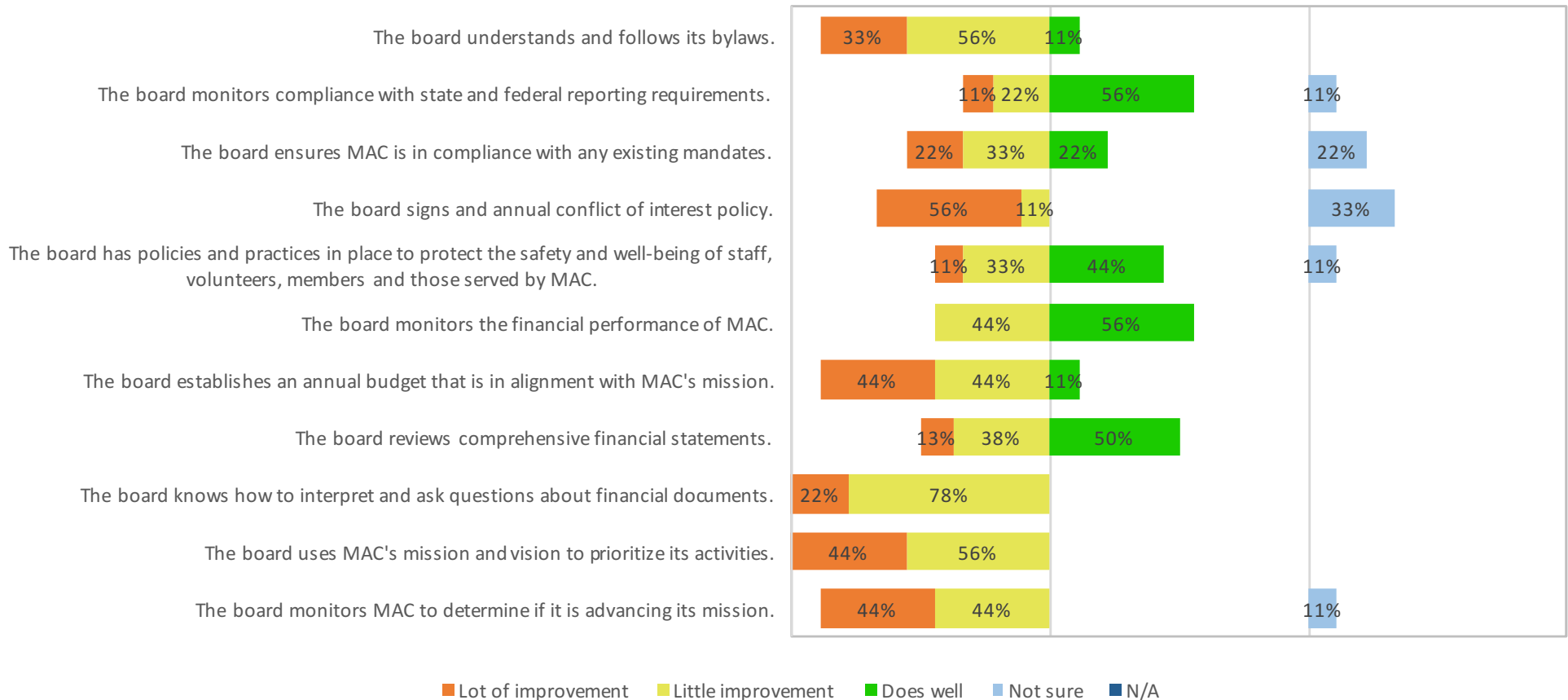
For the first time in a long time, most board members are new, not only to the MAC board, but to non-profit board governance. The board, as a whole, would benefit from fundamental non-profit board training. I believe the majority of the board is wanting to lead and vision progressively, but lack the skills and philosophical framework to make it happen.

I think we all have a common goal and we all know where we want MAC to be/or to go, we have had a problem getting there. However, this has improved since Bobbi has become ED and we are working on it.

The board has always been comprised of highly dedicated individuals. They have worked hard to identify issues and try to push MAC forward, but have not had strong leadership (mostly due to it only being a part-time position), have had no knowledge as to HOW to move forward and little understanding of the nature of the work of coalitions.

This survey is difficult at this time because I feel the change in the ED is going to change a lot of these answers and we are just working on improving now.

Oversight



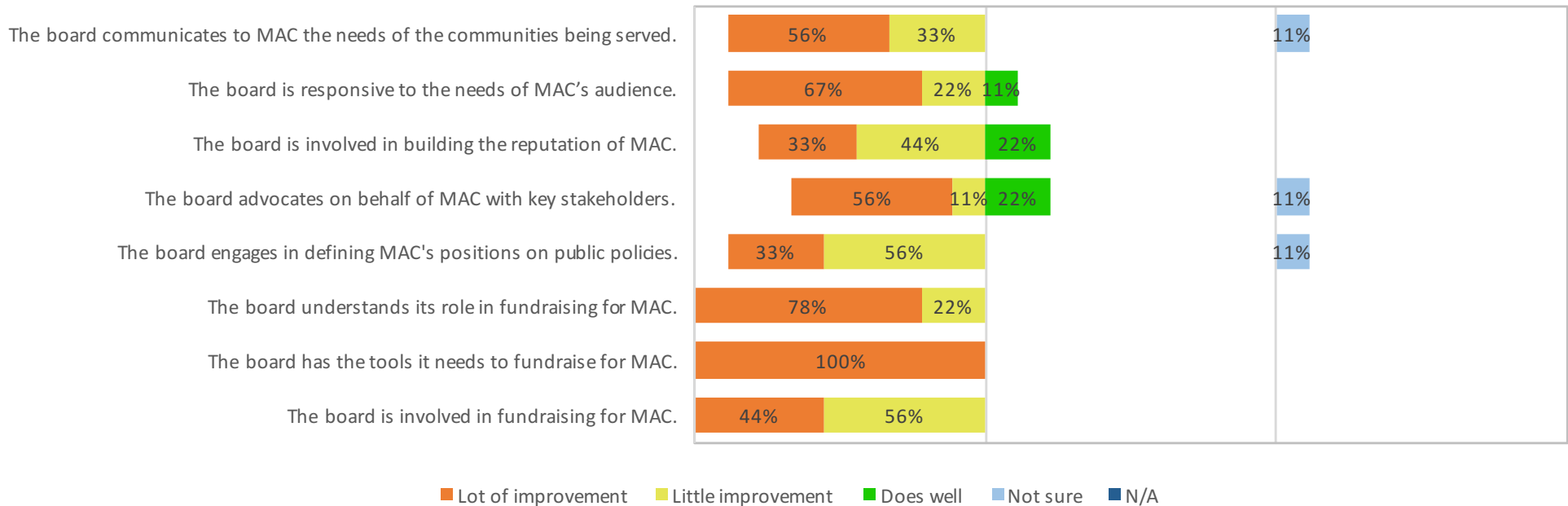
Comments on Oversight

The format currently used for monthly financial reporting is not concise and/or easy to understand. I have asked the board secretary and contract bookkeeper to work with me to identify a format that can provide a "dashboard" view of monthly financials. The board doesn't have an understanding of a programmatic budget. Because OJP has been there only source of funding, they have used the OJP grant budget as the overall operational/programmatic budget.

I am a newer member on the board and still trying to figure out what is going on and what is required. Not sure of everything we should be reviewing.

I am very new to the board which makes it difficult to answer some of these questions.

Stakeholder Engagement



Comments on Stakeholder Engagement

The board has historically relied on the ED to engage stakeholders and I don't think they see or understand it to be a responsibility of the board.

We just need to find more fundraising ideas for MAC.

This has been a year of transition with a new director starting and lots of experienced board members leaving so some of these answers may change as we are regrouping.

We have been saying for years that we need to work on fundraising but it doesn't seem to happen. Since the new ED we have received more money than in the past.

Relationship with the Executive



Comments on Relationship with the Executive

.Due to lack of training and experience, I don't think the board has an understanding of their role in relationship to the Executive Director.

The relationship is good we just need to work on improving the assistance by the board for the executive.

Excited to have a new director with fresh ideas and lots of enthusiasm. The relationship is just beginning but going well!

We just did the ED's first review.

Is there anything that we have not covered in this assessment that you think is important in understanding the strengths and challenges of MAC board?

MAC has historically fought to survive as an organization and allowed a few voices to carry the most weight. There have been 4 ED's in the past 5-6 years and membership has been neglected and not engaged. The board, with the exception of a couple of new members, don't have a fundamental understanding of coalition work, leadership, or governance. I believe the board wants MAC to be at the forefront of ensuring best practice responses to crime victims throughout the state of MN, and be a credible and thriving coalition. They have never been challenged or had the opportunity to step back and assess every tenant of MAC from the foundation up. I am excited for this opportunity!

MAC board needs a lot of help. We have not had a great ED over the past few years and being a working board, many things were pushed back. This is a huge much needed step for this board and I am excited for this process.

MAC has struggled with low funding and part-time staff. We have finally received funding for a full-time staff person and a new director has been hired so there will be lots of changes and growth as we try to re-establish MAC and make contact with members. The challenge will be for MAC to identify and focus our efforts on outreach and making ourselves known to our members and other community partners as we have not had a very large voice before.

I think we are progressively working towards a large goal and things are looking up.

Moving forward has been difficult over the years given the part time nature of the ED.

I believe board members will need a better understanding of how a non-profit board should normally function. Additionally, within that framework, I believe the board will also need an understanding of how to more effectively accomplish MAC's particular mission.

Strategic Planning Retreat Summary

Minnesota Alliance on Crime



May 18, 2016

AURORA
CONSULTING

Retreat Summary

As part of the strategic conversations process, Aurora facilitated a retreat with the board and ED of MAC on April 29th, 2016. During the retreat, staff from Aurora engaged the group in a discussion about strategic issues facing MAC, MAC's assets for addressing these issues, and next steps to continue the work of the day.

The following objectives were set out for the retreat:

- Identify organizational strategic issues
- Identify organizational strategic assets
- Prioritize strategies to address these issues and leverage assets
- Outline leadership implications for this work

STRATEGIC DIRECTIONS

MAC board and staff participated in a facilitated discussion to identify strategic issues for MAC. The full results of this discussion are included in the appendix. A synthesis of this discussion is included below.

Manifest our mission

Strengthen internal and external relationships that will benefit the field, members and the Alliance.

Develop MAC into a thriving organization with increased capacity and resources.

Strengthen our organizational leadership by further developing the governance and oversight of the Alliance.

Develop and increase membership

Increase and diversify membership so that it is able to fully meet the needs of all crime victims.

Elevate victim and survivor voices.

Engage members in increasing their knowledge, skills expertise and resources.

Develop and sustain core programs

Identify and develop core activities of the Alliance.

Provide high quality evidence-based information and trainings.

Develop and advocate on behalf of public policy solutions to enhance programs and services, remove obstacles to victim advocacy, ensure that the needs of victims and survivors are primary.

Engage stakeholders

Understand and leverage the intersectional opportunities to provide excellent services to victims/survivors.

Create opportunities to increase awareness of the unique and overlapping needs of general crime victims/survivors.

Work with allied crime victim coalitions and service providers to advance the field for all victims and survivors.

MAC ASSETS

MAC identified assets they have to address strategic issues.

- Board dedicated to change
- Community in need
- Relationships with stakeholders
- Board commitment
- Full time and knowledgeable ED
- Energetic ED who is visionary
- Positive changes and goals in horizon
- Taking time to think strategically
- Experienced and knowledgeable board members
- Knowledgeable and connected board members
- Changes equal new opportunities
- Members all over MN
- Solid member base
- Increase of funding [for our member orgs] statewide
- Established critical relationships
- [MAC is the] Main general crime org
- Support of OJP (\$)
- Support by OJP – not only financial
- Increased funding for MAC

VISIONING

MAC considered what MAC will look like in two, five, and ten years.

What does MAC look like in two years?

- 1.5-2 extra FTE
- 1 federal and 1 foundation money
- Increase members by 25%
- Core training developed and delivered
- Diversify board and membership
- Increase presence at capital: specific leg. agenda
- Outreach plan for cultural diversity
- Actually working committees
- Consistent webinar/trainings
- Monthly newsletter
- Quarterly membership meetings
- 15 board members
- Office space to provide for growth and visibility
- Additional funding streams
- Begin plan for annual fundraiser
- Functioning website
- Consistent volunteer/intern presence

What does MAC look like in five years?

- 3+ new staff member (1 leg., 1 membership, 1 crime victim services)
- 125-150 members (programs + individuals)
- Known and consulted as experts on general crime.
- Community annual fundraising event
- 3 major independent funding sources.
- 60 volunteer hours/week
- Board, staff, and membership reflective and inclusive
- OJP not our primary funder
- Victim-survivor advisory council in place.
- Implemented communications and public awareness policy
- Larger annual meeting and training symposium
- New building
- Diversity work groups
- Program providing recognition

What does MAC look like in ten years?

- Known and called on for national tech. assistance/expertise
- Large staff/large membership (5/250)
- Many funding sources (5) – really big fundraiser
- Greater presence and successful in legislative work.
- Own action day.
- Defined program areas
- Board that reflects all regions of MN
- Active member of a national general crime coalition
- 20 board members.
- Federally funded as a national tech assistance program
- Staff of 5-8 FTE
- Established/diversified funding
- Major state/fed legislative influence.
- Constitution victim bill of rights
- Finger on the pulse of emerging issues. Ability to be fluid
- Own our own building
- Unified voice.

WHAT IS UNIQUELY MAC'S?

Aurora led an open discussion about how MAC identifies and differentiates itself from other similar organizations in the state. The group considered what it means when we say we are the “general crime” coalition. “Crime” is carved up in a few ways in Minnesota. Crimes against women (SV and DV) have a coalition, as do crimes against children. MAC is “crimes against humanity” but that’s really broad. The group considered: what are the philosophical underpinnings of “crimes against humanity”?

- That they are innate human rights.
- Historical violence, not just against women, but whole populations. The culture of violence (physical, property, emotional).
- Culture of might makes right. Taking advantage of those who can’t protect themselves. Taking advantage of the vulnerable.
- Creating a culture of safety. (strengthening communities)
- Can also be negligent crime (child neglect, reckless driving). It’s not a power and control thing like the others are.
- MAC is a home for system-based programs to be a member of.
 - For services being delivered out of a system, not community based.

Bobbi noted that there is a lot of focus on response. That’s typical in a system setting – it being about response, but MAC needs a little bit more about prevention. How do we balance the priority of prevention with the capacity to provide the needed and statutorily required response?

The idea of a three-legged stool was surfaced: Restitution – Response – Prevention. This three-legged stool can be unique to MAC, especially the proactive big picture things.

Within this work MAC can include a historical perspective of oppression. How victim’s rights came into existence and flowed from community based, grass roots, civil rights. To use that to help our members understand, in their role in the system, how do they be effective? You have to put it into context globally, but also individually for the person you are serving. One key insight that a board member shared is understanding that in many cases, you are part of the system that is re-victimizing these people.

Our mission recognizes that a victim may have to participate in a system and how do we minimize harm (trauma) to the victim in that.

Appendix

STRATEGIC ISSUES FULL TRANSCRIPTION

From the first activity of the day.

A. Identify Core Programs

- a. Identifying core activities
- b. Relevant evidence based education
- c. Identify issues and legislative response
- d. Increase MAC's public policy capacity
- e. Advocating legislative agenda
- f. Reputable training
- g. Prioritizing goals of MAC

B. Manifest our Mission

- a. Increase credibility among stakeholders
- b. Name recognition
- c. Grow organizational capacity
- d. High quality technical assistance
- e. Increase awareness of MAC
- f. Increase visibility of MAC

C. Sustain and Increase Funding

- a. Increase financial support with fundraising and grants
- b. Increase and diversify crime victim funding
- c. Diversify funding streams
- d. Sustainability

D. _____ Diverse and Inclusive Organization

- a. Focus on underserved communities
- b. Engage victim/ survivors in dialogue
- c. Become authentic diverse and inclusive organization

E. Engage and Increase Membership

- a. Increase MAC membership
- b. Engaging membership
- c. Engaging MAC members

F. Strengthen Relationships and Collaboration

- a. Increase collaboration with coalitions and allies
- b. Strengthen relationships
- c. Connecting with all 87 counties

G. Define Organizational Structure

- a. Defining and strengthening organizational structure
- b. Diverse and define board involvement