



**Minnesota Alliance on Crime**  
**Board Meeting Agenda**  
**March 12, 2020**  
**Cornerstone**  
**1000 East 80<sup>th</sup> Street**  
**Bloomington, MN 55420**

<i><b>Agenda Item</b></i>	<i><b>Who Leads</b></i>	<i><b>Time</b></i>
I. Introductions/Call to Order	Board President	5'
II. Approve Agenda - Changes/Additions- <b>Action Item</b>	Board President	5'
III. Consent Agenda Items		30'
<ul style="list-style-type: none"> <li>Secretary's Report- <b>Action Item</b></li> <li>Treasurer's Report- <b>Action Item</b></li> <li>Director's Report</li> </ul>	Secretary Treasurer Executive Director	
IV. Updates	Committees & Staff	15'
<ul style="list-style-type: none"> <li>Executive Committee</li> <li>Budget and Finance Committee</li> <li>Public Policy Committee</li> <li>Board Development Committee</li> </ul>		
VI. Focused Discussion	Staff & Board President	50'
<ul style="list-style-type: none"> <li>Board 2020 Annual Work Plan*</li> <li>Leadership Development Project*</li> <li>Non-member programs by region</li> <li>Recruitment of new directors</li> <li>Board member expectations</li> <li>Executive Direct annual performance review</li> </ul>		
VII. Action Item	Board President	35'
<ul style="list-style-type: none"> <li>Bylaw amendment regarding Vice-President position</li> <li>Intercultural Development Inventory (IDI)</li> <li>Staff Pay Increase</li> </ul>		
VIII. Adjournment – <b>Action Item</b>	Board President	5'

\*Recurring Agenda Item

MAC Board Meeting – MAC Office, St. Paul  
January 16, 2020 – Meeting Minutes

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- I. **Called to Order by MAC Board President, Kelly Nicholson, at 10:07 a.m.**
  - a. Those present: Emily Douglas, Kelly Nicholson, Amy Rigelman, Pamela Higgins-Maldonado, Therese Lockwood
  - b. By Zoom: Jessica Rugani, Melissa Cornelius, Leah Ekstrom, Dana Johnson, Vicki Walechka, Sarah McGuire
  - c. Executive Director: Bobbi Holtberg
  - d. MAC Staff: Danielle Kluz, Julia Tindell, Amee Krogfus
- II. **Review Agenda – Changes/Additions**
  - a. Changes – none
  - b. Additions – none
  - c. **Motion to approve January Board Meeting Agenda - Approved**
    - i. Leah Ekstrom 1<sup>st</sup> motion
    - ii. Pamela Higgins-Maldonado 2<sup>nd</sup> the motion
    - iii. All in favor
- III. **Consent Agenda Items**
  - a. Secretary's Report (Karla Bauer not present)
    - i. Corrections - None
    - ii. **Motion to approve Secretary's Report from November 14, 2019 with corrections - Approved**
      1. Therese Lockwood 1<sup>st</sup> motion
      2. Leah Ekstrom 2<sup>nd</sup> the motion
      3. All in favor
  - b. Treasurer's Report (Emily Douglas)
    - i. Comments - None
    - ii. **Motion to approve Treasurer's Report from December 2019 - Approved**
      1. Dana Johnson 1<sup>st</sup> motion
      2. Amy Rigelman 2<sup>nd</sup> the motion
      3. All in favor
  - c. Director's Report (Bobbi Holtberg)
    - i. Funding
      1. VOCA/VAWA Federal Funding Forecast: I have been meeting with the other statewide coalition directors regarding our strategy for the upcoming state legislative session. We have agreed that the 2020 session should be used to educate and solicit support from legislators regarding the need to ensure victim services in Minnesota remain fully funded. As we analyze the forecasted federal VOCA and VAWA

funding, we have agreed that we will need to request an increase in funding from the state during the 2021 session. Currently we are anticipating the request to be \$25 million. It is imperative that this be a truly joint request to ensure that ALL victims continue to receive supportive services. I will be working closely with the MAC Public Policy Committee as we move forward.

VFMN, Sacred Hoop, and MAC have all agreed that we will not propose or lead any legislative initiative during the 2020 session. We will monitor and provide input when asked and appropriate. MNCASA still has not assessed what, if any, legislative initiatives they may need to lead.

2. OVC Grant with St. Paul Police Department (SPPD) and Triangle Research Institute (TRI): We are still waiting for our sub-grant with TRI to be finalized. OVC is behind on executing contracts with grantees, so until that process is complete, we are in a waiting period. MAC will receive \$30,000 over 3 years for our participation in the project. The project will focus on embedding an advocate inside of SPPD to provide "enhanced" advocacy to a control group of individuals who have experienced a residential burglary. The goal is to gather data that the trauma impact can be reduced by providing advocacy and support services to victims as soon after victimization occurs. MAC will be helping to develop the programs standards, training, and on-going support to the project. Julia Tindell will be the MAC staff taking the lead on the project.
3. National Foundations: I attended a session facilitated by MCN regarding national foundations that fund non-profits in MN. As a result of attending the session, I now have access the national foundations database and have begun to research potential opportunities that match MAC's funding needs. I will keep the board updated as I submit funding requests.
4. Bush Foundation Community Innovation Grant: Julia has been working with Pete Singer; yesterday MN Council on Nonprofits sent information on new Bush Foundation Ecosystem Grant and MAC is a good fit under eligibility requirements; eligible for up to \$300,000 over 3 years but typically 25% of an agency expenses; MAC would like to use the funds to hire a public policy person to work on a host of victimization issues; the grant is due February 13, 2020.

5. (Advanced Trauma Consulting) and 5 other community partners (Family Innovations, MN State Guardian Ad Litem Board, Ramsey County Mental Health, Rice County Trauma Project, and Roseville Area Schools) to draft an application for the Bush Foundation's Community Innovation Grant. The partners are proposing a project to bring Debriefing to the community partners and collectively devise and implement a trauma mentoring program. Before the holidays, Julia and Pete had a phone call with Bush where they discussed the possible project and received feedback. The next step is for Julia and Pete to present their notes from the discussion to the other partners and continue the grant writing process. If awarded the grant, the partners have identified MAC as the ideal administrator of the project. They would ask us to process financials related to the grant and dedicate .5 FTE (funded by the grant) to managing it.

ii. Stakeholder Update

1. MAC, along with the other statewide coalitions have now met twice with MN DOC administration regarding the restructuring of the DOC Victim Services Unit. We are pleased that DOC recognizes the need to be working with the coalitions as they make decisions as to what work should be conducted by DOC staff and what work should be done by community and government-based advocates. We have provided information that will be used to develop the position description for the unit's director and have been asked to participate in the hiring process once the position is posted.
  - a. Kelly asked about Restorative Justice status at DOC – Bobbi shared that RJ program has been moved from victim services area and is now housed in reentry program, Sarah King is now the only person at DOC doing RJ and victims can be referred to her if interested; Julia went to a RJ conference a couple years ago and is scheduled to attend another training in March through MN Peacebuilding; RJ is potentially a MAC special project option as MAC is very interested in creating a resource list for RJ for victim service providers/member programs; Leah shared that Cook County just implemented a new RJ program and worked with the U of M program to help create it – Leah will email Julia with that information; Therese shared that Hennepin County Corrections is leading an RJ program there as well and the first person just went through the process.
2. MAC staff met with staff from the Day One General Crime Program and will continue to support their work in any way we can. We

discussed tabling opportunities that Day One could participate in to ensure practitioners and victims are aware of the general crime program.

3. The MN Sentencing Guidelines Commission approved the 5-year probation cap for all cases (with exceptions for homicide and CSC) which will go into effect August 1, 2020 unless overturned by the legislature; MAC has been in contact with Commissioner Schnell regarding this issue; MAC's position is that they will not oppose it or testify at the legislature, but want to ensure victim safety and will raise those concerns to make sure they are addressed
  - a. Kelly asked about any details regarding early discharge from probation – certainly an expectation that is going to happen and will need to figure that out
  - b. The issue Therese is hearing from victims is about notification of a defendant's request for early discharge and the option to object to it – MAC is aware of that issue and will be encouraging a plan for required notification of victims and ability to give input – need to figure out how that looks and who does it – the 5-year probation cap will be retroactive so some defendants will be done with probation with no cause for victim input or objection
  - c. Restitution ramifications for high restitution amounts is another consideration – what incentive will defendants have to pay restitution when they know their probation can't be longer than 5 years?
  - d. Kelly suggested MAC create a one-page sheet about the changes and the concerns that MAC is addressing on the topic
  - e. Pamela asked how MAC is collecting feedback and input from member programs

iii. Administrative

1. Tech Upgrades: MAC staff purchased new computers and a copier/printer.
2. Interns: We are currently seeking 1-2 full or part-time interns for Spring Semester and do not have any students committed to internships
3. Hartford Insurance payment will be changing to monthly auto-payments – this expense was previously paid in one annual payment.

iv. Special Projects

1. Identity Theft & Fraud: There are two updates in this category.

- a. Julia attended the NCVC conference on behalf of MAC in December, where she was asked by the Identity Theft Resource Center to draft a proposal to train other identity theft coalitions on sustainability planning. The proposal has been submitted and ITRC is considering dates in late March or early April.
    - b. MAC staff completed their sustainability planning project with Al Onkka from Aurora Consulting on December 12<sup>th</sup>. The next step is for Julia to draft a report on the process to distribute to stakeholders; Julia expects to release the report with press release in April during Crime Victims' Rights Week and call together a workgroup while continuing partnership with ITRC.
  2. Additional Funding/Project Research: Bobbi and Julia completed an assessment of the Robert Wood Johnson Foundation for funding opportunities that may create opportunities for research on victims' rights in partnership with academics at UMN. At this time, this funding is not a good fit for MAC but may be an option in the future.
- v. Training
1. Fundamentals in Victim Services Training
    - a. Was held January 9-10, 2020 at Dakota Lodge in West St. Paul.
    - b. 52 participants from around the state.
    - c. Included new "Trauma-Informed Advocacy" training written and presented by Julia to replace "Core Advocacy" formerly presented by Bree Adams-Bill. Training will be updated and in future trainings all MAC staff will be involved in presenting.
  2. Webinars
    - a. Bobbi presented "The Road to the Minnesota Legislature" on November 20, 2019.
    - b. Siv Dobrovolny from Standpoint and Dave Skovholt from the Minnesota Department of Labor and Industry presented "Protecting Workers from Exploitation and Trafficking Using the New Wage Theft Law" on December 18, 2019.
    - c. MAC's goal is to do 12 webinars in 2020. Nine were done in 2019. let Danielle know if you have an idea for a topic or would be willing to present on your areas of expertise
  3. Faribault Prison Panel: MAC presented a panel of survivors on the impact of crime on November 14, 2019. Approximately 250 incarcerated men and prison staff attended. Feedback was that the panel was very impactful for offenders, staff, and panel members.

This was the second time MAC has hosted a panel at a correctional facility.

4. MNVAA: MAC presented twice at MNVAA in November. Amee served on a panel titled "The Good, the Bad, and What I Wish I had Been Told" and Julia presented "General Crime."
5. NCVC National Training Institute 2019: Julia and Amee attended the National Training Institute in Denver, Colorado in December. Julia presented on a panel on identity theft coalition building. She also participated in a pre-conference training hosted by ITRC.
6. MAC Annual Meeting & Capacity Building Training in 2020 will be in the metro area at a hotel – theme of "Just Advocacy". MAC Staff went to see the movie "Just Mercy" together. Bobbi feels it would be a great option to host a viewing of the movie at the Annual Meeting
7. Danielle and Julia put together a proposed 2020 Training Timeline so MAC can get some dates on the calendar (*see attachment*).
  - a. Regional Meetings are planned out and will be rescheduled with times of meetings. Board assistance may be needed to reach out to member programs in your regions to personally invite and get their commitment to attend. Danielle will be coordinating the online regional meetings this year and Julia will be coordinating the in-person regional meetings planned for October. MAC staff will reach out to board members for ideas for location and assistance.

vi. Engagement

1. Newsletter: Danielle released the December 2019 MAC newsletter, which had a 44% open rate, and the January 2020 newsletter (too early for open rate). December featured its Spotlight on Service on the Minnesota Elder Justice Center.
2. New members: Family Safety Network in Walker and Moorhead City Attorney's Office.
3. Danielle is currently working on updating the email lists to ensure maximum member engagement.
4. MAC held the "Coffee, Cocoa, and Cookies with the Coalition" open house on Thursday, December 18, 2019. Approximately 30 members and allies attended, and a good time was had by all.

*(MAC Staff Julia, Danielle & Amee left the meeting)*

**IV. Committee Updates**

- a. Executive Committee (Kelly Nicholson)
  - i. Focusing on board leadership training

- ii. Will be getting on Doodle to schedule some regular meetings
  - iii. Bobbi would like Executive Committee to take over preparing the board packets, which is something the group will discuss at the next meeting
  - iv. Wrapping up ED Evaluation and will schedule that
- b. Budget & Finance Committee (Emily Douglas)
  - i. Monthly meetings continue
  - ii. December minutes in board packet
  - iii. Will be discussing Round-Up as an option for MAC fundraising at the February meeting. Emily will bring that information to the March board meeting for the larger group to consider.
- c. Public Policy Committee (Jessica Rugani)
  - i. Group is not currently meeting as session is not yet active
  - ii. A lot of buzz around the new probation cap
  - iii. Bobbi will be attending the legislative session round-up February 14, 2020 from 10 am -12 pm at Wilder Foundation to find out what is in cue for the upcoming session and will connect with Jessica after that meeting.
  - iv. Bobbi anticipates this legislative session will be a lot about education around victim services needs in the state to go with the joint coalitions ask for an additional \$25 million in funding for VS in the next biennium to make up for the federal funding loss and commit to increase the base funding at that level moving forward.
  - v. Once the session gets going, will want to have a plan for the committee moving forward for regular weekly meetings and a plan for quick and easy communication for when things come up.
- d. Board Development Committee (Pamela Higgins-Maldonado)
  - i. Met with Al Onkka from Aurora Consulting about a plan for institutionalizing board development/recruitment and improving the experience of board members, especially new board members.
  - ii. Kelly is stepping back from membership on this committee to focus efforts on the president role but is available to consult and advise is needed.
  - iii. Bobbi thinks it is important to have someone from the Executive Committee on this committee and that it may be a good fit for the Vice President. This will be discussed at the next Executive Committee Meeting and be added to the position description of Vice President if the committee feels it is a good fit.

**V. Discussion**

- a. Bobbi is looking forward to working with the new ED at MNCASA Artika Roller who is still getting oriented in her role and focusing on the internal workings of MNCASA.
- b. Ensuring victim survivor voices was tabled until next board meeting since Karla is not here today and want her input included in the discussion.



- c. Board will be having discussions about the structuring of meetings in the future.
- d. Kelly encourages board members to print off the MAC Board Annual Agenda (in this month's board packet) and keep it in your planner or somewhere visible in your office to become more familiar and comfortable with it ongoing. All board members are expected to be mindful of the schedule and what is coming up.
- e. Board Org Chart and updated contact information list is on the MAC Board page. Kelly asks that if your cell phone is not included in your contact information, please relay that information to Amee so that it can be updated. It is important that other board members can reach you if needed.
- f. 2020 OJP Annual Crime Victim Conference will be in the metro area and no longer in Nisswa/Brainerd area due to evaluation feedback.
- g. Leadership Development Plan: The Executive Committee will connect with the Board Development Committee about the plan and to make decisions about implementation and rollout.
- h. MAC has one zoom camera available for use if a board member or member program that might want to use that
- i. MAC conference room is not available for the March 12 and May 14 board meetings and Northwest Area is not available either – Pamela offered Cornerstone's Bloomington location for the March meeting and Emily offered the Anoka County Attorney's Office for the May meeting. Please be aware of the change of meeting location for the next two meetings.

**VI. Motion to Adjourn the meeting at 11:44 AM - Approved**

- i. Therese Lockwood 1<sup>st</sup> motion
- ii. Pamela Higgins-Maldonado 2<sup>nd</sup> the motion
- iii. All in favor

**Next Meeting: March 12, 2020 @ 10:00 a.m. – 1:00 p.m. LOCATION CHANGE: Cornerstone Bloomington location (1000 East 80th Street, Bloomington, MN 55420)**

**MN Alliance on Crime  
Financials Summary  
January, 2020**

**Income:**

Program Income	2028.24
Donations	509.36
Membership Dues	0.00
OJP CVS VOCA Grant Income	13066.86
OJP CVS State Grant Income	4511.87
OJP Training Grant Income	5377.35
In Kind Donations	868.15
Silent Auction	0.00
Interest Income	2.59
	<u>26364.42</u>

<b>YTD</b>	<b>Total Expenses</b>
2778.24	2778.24

**Expenses:**

OJP CVS VOCA Fund Expenses	17689.59
OJP CVS State Fund Expenses	6604.17
OJP Training Grant Expenses	10457.71
Unrestricted Expenses	4566.76
	<u>39318.23</u>

**Total Expenses:**

Personnel	26271.48
Payroll Taxes	1963.02
Health Insurance Premiums	1397.60
In Kind Intern/Volunteer Expense	1150.65
Rent	2269.00
Contract Services	1811.92
Dues & Subscriptions	106.16
Equipment	0.00
Liability Insurance	0.00
Workers Comp Insurance	0.00
Miscellaneous	-1008.24
Annual Meeting Expense	0.00
Silent Auction	0.00
Office & Program Supplies	420.27
Telephone Expense	280.18
Travel & Training Expenses	4563.19
Bank Service Charges	33.00
Aplos Software Expense	60.00
	<u>39318.23</u>

**Available Balances:**

OJP CVS VOCA Grant	316896.20
OJP CVS State Grant	103917.82
Training Grant	137460.69
Unrestricted-Checking	48181.52
Savings Account	15245.04
	<u>621701.27</u>

**MN Alliance on Crime  
Financials Summary  
February, 2020**

**Income:**

Program Income	0.00
Donations	1499.38
Membership Dues	100.00
OJP CVS VOCA Grant Income	17759.42
OJP CVS State Grant Income	6604.17
OJP Training Grant Income	10457.70
In Kind Donations	0.00
Silent Auction	0.00
Interest Income	2.42
	<u>36423.09</u>

<b>YTD</b>	<b>Total Expenses</b>
2778.24	2778.24

**Expenses:**

OJP CVS VOCA Fund Expenses	13004.56
OJP CVS State Fund Expenses	4694.26
OJP Training Grant Expenses	8272.32
Unrestricted Expenses	1811.16
	<u>27782.30</u>

**Total Expenses:**

Personnel	17514.32
Payroll Taxes	1308.68
Health Insurance Premiums	1397.60
In Kind Intern/Volunteer Expense	0.00
Rent	2269.00
Contract Services	2694.50
Dues & Subscriptions	163.26
Equipment	0.00
Liability Insurance	0.00
Workers Comp Insurance	175.60
Miscellaneous	0.00
Annual Meeting Expense	0.00
Silent Auction	0.00
Office & Program Supplies	568.26
Telephone Expense	280.18
Travel & Training Expenses	1313.90
Bank Service Charges	37.00
Aplos Software Expense	60.00
	<u>27782.30</u>

**Available Balances:**

OJP CVS VOCA Grant	302612.91
OJP CVS State Grant	99223.56
Training Grant	129188.37
Unrestricted-Checking	54217.78
Savings Account	15247.46
	<u>600490.08</u>



## Executive Director's Report March 2020

### MAC Updates

- **Funding:**

- **VOCA/VAWA Federal Funding Forecast:** I am continuing to monitor information and federal budget requests. President Trump released his budget for FY21. The budget proposes \$2.3 billion mandatory annual appropriation for the VOCA Crime Victim Fund (\$340 million less than FY20 enacted), with a mechanism to automatically reduce that appropriation in later years if the balance of the Fund falls below \$5 billion. There isn't enough information yet about what it would look like in years where the balance of the Crime Victims Fund dips below \$5 billion. In FY21, VOCA would be used to pay for VAWA, despite there being a statutory requirement to fund VAWA through a direct appropriation. MAC is gathering information from our member programs and will be creating an informational campaign to be used with legislators, county boards, and the general public.
- **OVC Grant with St. Paul Police Department (SPPD) and Research Triangle Institute (RTI):** We have executed our contract with RTI. MAC will receive \$30,000 over 3 years for our participation in the project. As soon as RTI facilitates a virtual "kick-off" meeting, we can begin to draw down on the grant.
- **Bush Foundation Ecosystem Grant Funding:** I submitted MAC's application on February 10<sup>th</sup>. The narrative is included in the board packet. If awarded the funding, MAC would be able to hire a FT public policy manager and increase other gen op spending. We will be notified in April if we make it into the pool of finalists and final award announcements will be made by the end of June. Kudos to Julia for writing the narrative!
- **Bush Foundation Community Innovation Grant:** Julia has completed the first draft of the application on behalf of the project partners. Project partners are proposing a project to work collaboratively to develop a comprehensive, integrated approach to address vicarious trauma. This will involve coming together to create an action plan and then piloting debriefing services, developing a trauma mentorship program, and creating a peer support network. Before the holidays, Julia and Pete had a phone call with Bush where they discussed the possible project and received feedback. If awarded the grant, the partners have identified MAC as the ideal administrator of the project. They would ask us to process financials related to the grant and dedicate .5 FTE (funded by the grant) to managing it.
- **Coalition Action planning:** MAC plans to hold an action planning session with members on April 14, 2020 at the Northwest Area Foundation to create an action plan for funding and legislator outreach. In this session, Julia will use ToP methods to facilitate a collaborative discussion to address the impending funding gap. Participants will come to core agreement on the commitments we will need to make to pursue funding for the coming years. Then, attendees will develop a detailed plan to pursue funding. **All Board members are encouraged to attend.**

- **Stakeholder Update:** MAC, along with our sister coalitions, continues to work with the Department of Corrections as they make decisions regarding restructuring the DOC Victim Assistance Unit. Currently there is only one DOC staff assigned to the unit. Most recently, Commissioner Schnell has asked the coalitions for input regarding contracting services performed by the unit. DOC would hire a unit director, but advocacy services would be performed by advocates from either community-based programs or the coalitions. For many reasons, I think this is a problematic solution and I would not want MAC to receive direct DOC funding to hire an advocate to work within the DOC. There are DOC policy and protocol issues that conflict with MAC's mission and core values and I don't believe this is a role the coalitions should fill. We continue to have conversations, but DOC needs to finalize their decision and have advocates in place ASAP.
- **FY21 Staff Strategic Workplan:** Staff will be out of the office April 28th and 29th to develop our FY21 goals and activities. The workplan will be included in the board packet for the May 14th board meeting.

## **Administrative**

- **Interns:** We are currently seeking 1-2 full or part-time interns for spring semester and summer 2020. We are also seeking volunteers to assist MAC staff with trainings and events.
- **2020 Annual Meeting:** We are currently looking for space for our Annual Meeting and plan to have venue by end of the week.
- **Silent Auction:** We have two people interested in helping with the planning of the Silent Auction this year. Please let Amee know if you are also interested.
- **2020 MSSA Annual Conference:** We will be tabling March 11-13. Thank you to those who can help staff the table.
- **2020 WEEAD Annual Conference:** MAC will be tabling June 10<sup>th</sup>.

## **Special Projects**

- **Identity Theft & Fraud:** There are two updates in this category:
  - Julia is currently in the process of writing a report to review our sustainability planning and make recommendations for ways to move our work forward to support victims of identity theft. She plans to finish writing the report in the second week of March and hand it off to Danielle to design and package it so it can be ready to release to the public at a press conference and open house we plan to host on **Tuesday, April 21<sup>st</sup>** (save the date!).
  - Julia will be flying out to San Diego March 25<sup>th</sup>-27<sup>th</sup> to provide a two-day workshop for the NITVAN coalitions on sustainability planning.
- **Additional Funding/Project Research:** The Robert Wood Johnson Foundation is not a good fit for funding for MAC at this time.
- **ToP (Technology of Participation) Facilitation Methods:** Bobbi, Danielle, and Julia attended a ToP Facilitation Methods training on February 18<sup>th</sup> and 19<sup>th</sup>. At the training, we learned how to facilitate focused conversations, consensus workshops, and action planning processes. This was an incredibly valuable training and we would highly recommend it to anyone who is interested! We have begun offering to facilitate consensus workshops and action planning workshops for member programs, advertising them during regional meetings and in our newsletter. Julia is planning to become certified in the methods, and will attend the strategic planning training in June.

## **Training**

- **Fundamentals in Victim Services Training**
  - April's Fundamentals training has been canceled due to low registration. We still plan on holding the training. The new dates are July 23-24, 2019. It will be held at the St. Cloud Holiday Inn.
- **Webinars**
  - Katie Behrens from the Minnesota Elder Justice Center presented "Elder Abuse 101" on February 27, 2020. 38 people attended the webinar.
  - Upcoming reparations webinars with OJP:
    - March: Focus on domestic violence
    - April: Focus on sexual assault
    - May: Focus on general crime

## **Engagement**

- **Newsletter:** Danielle released the February 2020 MAC newsletter, which had a 41% open rate, and the March 2020 newsletter (too early for open rate).
- **New members:** Diversion Solutions in Minneapolis and Advocates for Family Peace
- **Online regional membership meetings:** MAC held its first meeting with Northern Minnesota programs on February 25<sup>th</sup>. 18 members participated. We have received excellent evaluations of the meeting. MAC also held its Central MN Regional Meeting on March 3<sup>rd</sup>. 8 members participated. Other regional meetings:
  - **Metro:** Thursday, March 5<sup>th</sup>
  - **Southwest:** Tuesday, March 17<sup>th</sup>
  - **Southeast:** Thursday, March 19<sup>th</sup>
- **In-person regional membership meetings:** We are beginning preparation for our in-person regional membership meetings. You can find dates for these meetings below. Danielle will be in touch soon to begin working on logistics. Please contact her if you have a suggestion for meeting locations:
  - **Northwest:** Wednesday, October 7<sup>th</sup> (afternoon)
  - **Northeast:** Thursday, October 8<sup>th</sup> (afternoon)
  - **Central:** Tuesday, October 13<sup>th</sup> (afternoon)
  - **Metro:** Thursday, October 15<sup>th</sup> (morning)
  - **Southwest:** Wednesday, October 21<sup>st</sup> (afternoon)
  - **Southeast:** Thursday, October 22<sup>nd</sup> (afternoon)

## **2020 Ecosystem Grant Application: Narrative Responses**

**Please provide a brief overview of your organization. If you are applying as a fiscal sponsor, briefly describe both your organization and the organization you are sponsoring.**

**Maximum 3,000 characters (approximately 500 words).**

The Minnesota Alliance on Crime (MAC) has a proven record of stability, accountability, and strategic vision, best illustrated by the diversity of our membership and their collaborative work with numerous government and nonprofit partners throughout Minnesota. The organization, founded in 1993, is a statewide coalition of general crime victim service providers, one of the few such coalitions in the country. MAC's 88 member programs provide services to crime victims in 69 counties throughout the state, representing urban, suburban, rural, and tribal communities. Member programs are prosecution-based (53), civil legal aid-based (3), law enforcement-based (2), tribal-based (1), state government-based (1), and community-based (22) organizations. In addition, MAC membership includes (5) statewide nonprofit advocacy organizations such as the Minnesota Elder Justice Center and the Jacob Wetterling Resource Center. While some of MAC's members serve victims of specific types of crimes, such as domestic violence and sexual assault, the majority of MAC members serve victims of general crime, which in Minnesota means all crime victims.

MAC takes the statewide lead in providing training and technical assistance for crime victim service providers and promoting crime victim awareness activities to better educate communities about the impact of victimization and crime victim rights. Members rely on MAC to provide much of their training in important general crime areas. MAC also provides networking, professional development resources, and public policy advocacy for its members.

MAC has a documented history of collaborative work with our sister coalitions, Violence Free Minnesota, Minnesota Coalition Against Sexual Assault, Minnesota Indian Women's Sexual Assault Coalition, and Mending the Sacred Hoop Coalition.

**Which of the following Bush Foundation focus areas best describes your organization's work? If your organization works in more than one area, please choose the one that best fits with your work.**

Leadership: Inspire, equip and connect leaders

**Describe how your organization addresses the goal of the focus area you selected in question one.**

**Maximum 1,800 characters (approximately 300 words).**

The Minnesota Alliance on Crime is dedicated to advancing the response for all victims of crime, and a central component of achieving that mission is investing in the leadership potential of our member programs. Professionals in the field of victim services face innumerable barriers, including isolation, resource limitation, and vicarious trauma. At MAC, we equip member programs with the resources they need to be successful through in-person and online training opportunities, technical assistance from MAC's staff and board, an active listserv to exchange ideas/resources, guides created in partnership with key stakeholders, and a newsletter recognized as a priceless resource for our community. We facilitate connections between members at regional meetings held across the state and online to enable participation from member programs in Greater Minnesota who often experience the most isolation in

their work. 81 members attended our Annual Meeting and Capacity Building Training in 2019, where victim service professionals from every region had opportunities to network with partners representing a broad pool of experience and expertise. Finally, we work diligently to inspire our member programs at every opportunity. We challenge members at all levels of experience by providing innovative training, such as our Trauma-Responsive Leadership Series for program directors/managers and our Fundamentals in Victim Services training for new advocates. We share stories of struggle and triumph in our Spotlight on Service section of our newsletter, and celebrate emerging leaders with the Spotlight Award at our Annual Meeting. We also invest in new ideas, facilitating working groups to support members who are thinking bigger. Every MAC member is a leader. It's our job to help them shine.

**Describe how your organization advances public awareness and policy solutions.**

**Maximum of 1,800 characters (approximately 300 words).**

The Minnesota Alliance on Crime is dedicated to advancing the response to all victims of crime in meaningful and lasting ways. We know that systems change is a fundamental component of advancing victims' rights. MAC staff regularly represent our member programs and victims' voices in partnership with statewide leaders who are directly responsible for designing and implementing policy and procedural changes relevant to victims' rights. We have strong partnerships with our sister Minnesota victim service coalitions, the MN Office of Justice Programs, the MN Department of Corrections, the MN Department of Health Injury and Violence Prevention Program, the MN County Attorneys Association, the MN Sheriff's Association, the MN Chiefs of Police Association, and other stakeholders. In addition to our ongoing policy work, MAC convenes a Public Policy Committee made up of staff, board members, and member programs to monitor relevant legislation during session and coordinate strategic responses such as educating legislators about the potential impacts of proposed policy. We also provide training and resources to our member programs to help them understand the roles they can play in effecting change from within county attorney's offices and community-based organizations.

Still, we know that MAC could be doing more to directly raise public awareness and advance policy solutions that are driven by victims' voices and our member programs. If awarded an Ecosystem grant, MAC would use the funds to hire a full-time staff member to further our capacity to do policy work. We believe the next step for our field is to systematically identify opportunities to address barriers to justice, and advocate for criminal justice reform to advance the rights of victims.

**Describe how your organization spreads great ideas and builds capacity.**

**Maximum of 1,800 characters (approximately 300 words).**

MAC's training program is an invaluable asset to victim service professionals at all levels of experience. Our two-day Fundamentals in Victim Services training equips new advocates with a core set of knowledge and skills, including trauma-responsive advocacy; understanding bias, privilege, and oppression; navigating victims' rights and the criminal justice system; and understanding occupational identity to set boundaries in the workplace. Our Trauma-Responsive Human Resources series challenges leaders to reflect on and modify internal policies and procedures to make institutional changes that will prevent and alleviate the symptoms of burnout and vicarious trauma. Additionally, MAC provides training using webinars and in-person half-day or full-day events to educate victim service professionals on pressing issues such as emerging research on trauma response, navigating specific crime types (such



as identity theft and crimes involving vehicles), vicarious trauma, technology, and innovative victim service practices. In FY19, MAC trained 1,308 victim service professionals. Of those surveyed, 91% found our trainings to be relevant or very relevant to their work, and 96% found them to be informative or very informative. In addition to training, MAC communicates regularly with members through e-mail. Members are invited to ask questions and provide input via an active listserv. Our newsletter goes out to over 700 victim service professionals in the state, with an open rate consistently above 40%. The newsletter contains relevant news, upcoming training/events, a Spotlight on Service section, and other opportunities to highlight issues relevant to general crime.

**Describe how your organization builds and supports networks of leaders.**

**Maximum of 1,800 characters (approximately 300 words).**

The Minnesota Alliance on Crime has 88 member programs from across the state of Minnesota. We take every opportunity to build connections between these programs online and in-person because we know we are all stronger when we are united. In 2020, MAC is planning to conduct 12 regional meetings (6 in person and 6 online), where members will be invited to come together to build relationships and discuss emerging issues in the field of victim services. Every year, we host our Annual Meeting and Capacity Building Training, where members take part in organizational governance, network with members within and outside of their regions, and experience innovative training opportunities. We make our training and meetings accessible to all members by providing meal, mileage, and lodging reimbursements for participants who have far to travel. Aside from our regular programming, we are connectors in the field of general crime. We participate in regular meetings with coalition directors serving other crime types, state agencies, and community groups, acting as a representative of the needs and interests of our member programs. We also work to empower and uplift emerging leadership networks through technical assistance. For example, we coordinated with a small working group dedicated to creating post-it notes for law enforcement to distribute to victims of identity theft. We facilitated the meetings to support the creative leaders, printed the post-it notes, and distributed them to law enforcement at a training later that year. Finally, we facilitate relationships outside of traditional workplace settings by hosting open house events in our office and at the annual OJP Conference on Crime and Victimization.

**What is the unique and significant value you provide to other organizations or leaders? Describe the impact. Provide at least two specific examples and share any relevant outcome data or other evidence.**

**Maximum 1,800 characters (approximately 300 words).**

The Minnesota Alliance on Crime is the only stand-alone 501(c)3 statewide member-based coalition with a general crime focus in the nation. In this unique role, we fill a gap in victim services, providing sorely needed training and technical assistance to member programs that better equip them to do their work. In the previous fiscal year (FY19), we provided training for 1,308 members and allies statewide, an increase of 90% from FY17. The cornerstone of our training program is our Fundamentals in Victim Services training for new general crime advocates, which has been identified by our partners as essential for new crime victim advocates. The Minnesota Office of Justice Programs considers it a companion to the MN Victim Assistance Academy and uses the Fundamentals training agenda to guide decisions around their own training plan. MAC offered our most recent fundamentals training in January 2020 to

52 new victim service professionals. In post-training evaluations, 97% of respondents said they felt motivated to apply what they learned in their work.

MAC also facilitates collaborative problem solving and resource sharing using an active listserv. Members can issue a question to the listserv, and other member programs will reply to the question with suggestions and resources. Responses are compiled and distributed to the listserv within days of the question being asked. For example, in December 2019 a member program wrote in requesting information about policies related to expungements. Nine different member programs responded with examples of notification templates, information about their individual policies, and references to external resources. In FY19, we received 41 e-mail requests from 28 different member programs.

**Across all our work, we are committed to advancing racial and economic equity in our region. As we review potential Ecosystem grantees, we will consider whether organizations have the skills and orientation to support leaders and organizations working toward that end. How is your organization advancing racial and economic equity internally and/or externally in the broader ecosystem?**

**Maximum 1,800 characters (approximately 300 words).**

Advancing racial and economic equity is written into MAC's core values and is consistently prioritized in our strategic plan and in our everyday work. As a staff, we regularly challenge ourselves to increase our knowledge and build our skills in advancing equity by seeking out training opportunities and engaging in difficult conversations. Whenever possible, we provide those same opportunities to our member programs. Currently, MAC staff are reading *Just Mercy: A Story of Justice and Redemption* by Bryan Stevenson, a book about the intersections of race and the criminal justice system that centers the plight of people of color living in poverty who are sentenced to death row or otherwise experience injustice and violence at the hands of the criminal justice system. MAC member programs selected this book for our FY20 book club at our 2019 Capacity Building Training, and we will begin facilitating discussions with member programs statewide this spring. This will culminate in group discussion at the 2020 Capacity Building Training, themed *Just Advocacy*, where we plan to center all of our programming on racial and economic equity and justice. MAC staff are also in the process of reviewing proposals for diversity, equity, and inclusion advancement training. We plan to contract with external facilitators to provide advanced training to our staff and board members using the Intercultural Development Inventory (IDI) to identify more opportunities for growth. MAC also prioritizes training on racial and economic equity in our Fundamentals in Victim Services training, where we dedicate an afternoon to a Bias, Privilege, and Oppression training, and also ask all trainers to integrate relevant information on historical trauma into their presentations wherever possible.

MAC EXECUTIVE COMMITTEE MEETING  
Zoom conference 2/25/20

AGENDA

1. Putting strategic plan on agenda
2. ED review
3. Bi-law review
4. Policy review
5. Board of Director terms
6. Draft officer position descriptions and calendars
7. Committee Chair position description
8. Gift for Sara who is due in July?
9. Bi-law amendment for VP position transitioning into the President position
10. Add VP to board development committee
11. Pay equity for Program Managers
12. Meeting quadrants
13. IDI training

# **MAC Budget & Finance Committee**

## **Meeting Agenda**

Wednesday, February 12, 2020  
12:00 PM

Committee Members Present: Emily Douglas (chair), Melissa Cornelius, Leah Ekstrom, Bobbi Holtberg, Amee Krogfus, Sarah McGuire

- I. Meeting called to order at 12:01 p.m.
- II. Approved Minutes from January 8, 2019 Committee Meeting
- III. Review January 2020 Financials
  - a. Income
    - i. Program Income & Expenses Sheet added to the monthly Financial Report packet is very helpful to see what money came into MAC and how it was spent down. Currently balanced at \$0 YTD.
    - ii. Donations from individual donors. One \$500 donation and ongoing donation from Give to the Max Day
    - iii. In-kind Donations in January were for donated training space, a speaker fee, and a previous intern's (Charlie's) time helping at the Fundamentals Training. MAC does not have an intern right now and is still looking for one or more.
  - b. Expenses
    - i. Miscellaneous expense is a negative amount for Preferred One Insurance Premium to balance the financial records – MAC was overcharged in December 2019 and rather than credit MAC for the overpayment, Preferred One is charging MAC less in January.
    - ii. Office & Program Supplies and Travel & Training Expenses in January were mostly for executing the Fundamentals Training. Some general office supplies and a fee to be included in the MN Council on Nonprofits Directory (\$48) were additional expenses in January.

#### IV. Grant Status Updates

- a. Bobbi received the executed contract for Research Triangle Institute Project this morning and is expecting a Kick-Off Virtual Meeting to be scheduled soon with project partners. Julia is the main staff member assigned to this project.
- b. Bobbi submitted MAC's application for the Bush Ecosystem Grant – MAC could get up to \$100,000 per year for the next three years if awarded – Julia did bulk of the narrative writing and did a great job – initial application was all narrative and MAC will find out more about what is needed if they move further in the process – MAC should know in May 2020

#### V. Miscellaneous Items

- a. Round-Up App: allows individuals to automatically donate the change from their credit/debit card transactions to a nonprofit they support. Once a user has created an account, they do not need to use the app while making a purchase. The average user donates \$15-\$20/month. No setup cost and no fixed monthly or annual cost to use the Round Up App. Round Up charges a platform fee on a sliding scale between 1%-10% based on monthly donation volume.
  - i. Leah asked about marketing the program and app – Round Up provides marketing materials and a presentation – the group can think of a lot of ways we could advertise and make the information and link/app available.
  - ii. Bobbi doesn't see any risk - even if it brings in a few hundred dollars a year, that money would go right into Unrestricted Funds which would be helpful
  - iii. Sarah likes that users can set a limit so that they don't feel like their money is getting away from them – she thinks that is a good selling point
  - iv. Melissa wants to make it super simple and easy for everyone to use and set up if we decide to go with it
  - v. Emily will look into how to get MAC set up as an optional nonprofit to donate to, as well as prepare a short overview and recommendation by this committee to present at the next full board

meeting – Emily will contact the committee with any  
updates/issues/new information about Round Up

VI. Meeting adjourned at 12:19 p.m.

Next Meeting: **March 11, 2020 @ 12:00 p.m.**

MAC Board Annual Agenda

	<b>Board Agenda</b>		<b>Committee Work</b>		
	<i>Regular Items</i>	<i>Board Plan Items</i>	<i>Executive</i>	<i>Board Development</i>	<i>Finance</i>
<i>Dec</i>	•	•	•	<ul style="list-style-type: none"> <li>• Discuss how to include victim/survivor self-identification into recruitment and vetting process.</li> <li>• Update application with voluntary identification of victim/survivor (broadly).</li> </ul>	•
<b>Jan 9th</b>	<ul style="list-style-type: none"> <li>• Assess ED and review succession plan</li> <li>• Review board performance and Succession</li> </ul>	<ul style="list-style-type: none"> <li>• ID key questions for member and board interactions (small talk)</li> <li>• Discuss goals and options for increasing victim survivor voices.</li> </ul>	•	•	<ul style="list-style-type: none"> <li>• Bd. Members call regional meeting participants before/after.</li> </ul>
<i>Feb</i>	•	•	•	•	•
<b>Mar 12th</b>	<ul style="list-style-type: none"> <li>• Review board composition.</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising ask training for board (Bobbi, Danielle)</li> <li>• Options for annual giving discussed.</li> <li>• Discuss potential 2<sup>nd</sup> tier participants.</li> </ul>	•	•	•
<i>Apr</i>	•	•	•	•	•
<b>May 14th</b>	<ul style="list-style-type: none"> <li>• Review strategic plans.</li> <li>• Approve budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Pres gives officer recruitment talk.</li> <li>• Officer expectations and calendar document.</li> <li>• Discuss “embodying leadership” options and ambitions.</li> </ul>	•	•	•

MAC Board Annual Agenda

<i>Jun</i>	•	•	•	•	•
<b><i>Jul 9th</i></b>	<ul style="list-style-type: none"> <li>• Year-end financials</li> <li>• Review annual report draft</li> </ul>	<ul style="list-style-type: none"> <li>• Annual meeting planning.</li> <li>• Discuss welcome reception for new board members.</li> </ul>	•	•	•
<i>Aug</i>	•	•	•	•	•
<b><i>Sep</i></b>	<ul style="list-style-type: none"> <li>• Annual Meeting.</li> <li>• Board members network.</li> </ul>	•	•	• Regional ribbons at annual meeting.	•
<i>Oct</i>	•	•	• New board member orientation.	•	•
<b><i>Nov</i></b>	<ul style="list-style-type: none"> <li>• GTMD</li> <li>• Conflict of Interest</li> <li>• 990</li> <li>• Annual Board planning.</li> <li>• Year- end staff recognition.</li> </ul>	•	•	•	•



## JOURNEY

The task force created a journey map to describe the goals for a developing leader in each of their development stages. The first row is for anyone engaged with MAC. The second row is how *MAC Mission Leadership* looks on the board.

## Action Plan

	Introducing Leadership	Developing Leadership	Practicing Leadership	Embodying Leadership
Year 1 (Sept 19 – Sept 20)	<ul style="list-style-type: none"> <li>Ribbons for new board members at annual meeting. -Staff</li> <li>Welcome reception for new board members occurs at annual meeting. -Exec</li> <li>“Board buddy” expectations created. -Dev</li> </ul>	<ul style="list-style-type: none"> <li>Document detailing MAC members and board members by region. -Staff</li> <li>Newsletter update to highlight board members in regions. -Exec-&gt;Danielle</li> <li>Document annual giving options to present to board. -Exec</li> <li>Fundraising ask training for board. -Staff</li> </ul>	<ul style="list-style-type: none"> <li>Officer expectations and calendar document. -Exec</li> <li>President gives officer recruitment spiel. -Exec</li> <li>Add question to application about whether board members do any trainings. -Dev</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities for board to be up front at annual meeting. -Exec-&gt;Staff</li> <li>Board agenda item to discuss embodying leadership options and ambitions. -Exec</li> </ul>
Year 2	<ul style="list-style-type: none"> <li>Onboarding and orientation checklist created including general info about MAC and board info. -Dev</li> <li>Formalize/Document recruitment, selection, and onboarding process -Dev</li> <li>Exec committee does first new member orientation at office. (Oct). -Exec</li> </ul>	<ul style="list-style-type: none"> <li>Each board member, once a year, gives a snapshot of themselves, what’s going on, etc. -Exec</li> <li>Establish regional contacts.</li> </ul>	<ul style="list-style-type: none"> <li>Committee expectations: Leadership, notes, agendas, reports, etc. -Exec</li> </ul>	<ul style="list-style-type: none"> <li>Enhance public policy committee.</li> </ul>

Year 3	•	•	• Formal policy review happens by board (every 3 year).	•
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Note: for any new ongoing actions that are the responsibility of an officer or committee, make sure to note them in the appropriate expectations document being created. E.g. *President gives officer recruitment spiel.*

### OJP-Funded Programs That Are Not MAC Members

Program Name	Contact F	Contact L	Region	GC	DV	SA
Anna Marie's Alliance	Charles	Hempeck	Central	x		
Beltrami County Attorney's Office			Central	x		
Mille Lacs Band Family Violence Prevention Program	Kate	Kalk	Central		x	
Mille Lacs County Attorney's Office	Darian	Buehl	Central	x		
Sherburne County Attorney's Office	Michelle	Berner	Central	x		
Stearns County Attorney's Office			Central	x		
Wadena County Attorney's Office	Marcy	Miller	Central	x		
Alexandra House	Connie	Moore	Metro		x	x
Asian Women United	Claudia	Stahl	Metro		x	
Casa de Esperanza	Patti	Totozintle	Metro		x	
Center for Victims of Torture	Dr. Peter	Dross	Metro	x	x	x
Hennepin County Medical Center Next Step	Farji	Shaheer	Metro	x		
Home Free	Mary	Monteon	Metro		x	
Mediation and Restorative Services	Carol	Markham-Cousins	Metro	x		
Mothers Against Drunk Driving			Metro	x		
OutFront Minnesota	Monica	Meyer	Metro	x	x	
Sojourner Project	Helen	Chargo	Metro	x		
Tubman	Jen	Polzin	Metro	x	x	
Washington County Attorney's Office			Metro	x		
Aitkin County Attorney's Office	Gabrea	Anderson	Northeast	x		
Carlton County Attorney's Office			Northeast	x		
Fond du Lac Band of Lake Superior Chippewa			Northeast	x	x	x
Safe Haven Shelter	Brittany	Robb	Northeast		x	x
Lakes Crisis and Resource Center	Anna	Sellin	Northwest	x	x	x
Northwoods Battered Women's Shelter	Andrea	Kingbird	Northwest		x	
Red Lake Band of Chippewa Indians			Northwest	x		x
CADA	Jason	Mack	Southeast		x	x
Dodge Fillmore Olmsted Community Corrections			Southeast	x		x
Waseca Police Department			Southeast	x		
Women's Shelter	Artyce	Thomas	Southeast		x	
Lac qui Parle County Attorney's Office			Southwest	x		
<del>Nobles County Attorney's Office</del>			<del>Southwest</del>	x		



## **Minnesota Alliance on Crime**

### **Board of Directors Position Description**

Minnesota Alliance on Crime (MAC) Board of Directors 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.

MAC Board meetings are on the second Thursday every other month. Meetings normally last three hours and are held during the day in St. Paul, Minnesota.

#### **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 purpose 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 every year;
- Help identify personal connections that can benefit the organization's fundraising and reputational standing, and can influence public policy;
- Prepare for and conscientiously participate in six bi-monthly board meetings per year. Board Members are strongly encouraged to attend at least two board meetings in person per year, not counting the Annual Meeting in September. If unable to attend any specific board meeting in person, Board Members will attend and participate in board meetings through interactive electronic video conferencing and;
- Board Members are required to attend the two-day Annual Meeting and Capacity Building Training in its entirety.
- Participate fully in one or more Board committees.

Further, board members are expected to:

- Follow the MAC'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.

**Minnesota Alliance on Crime Mission Statement:**

The Minnesota Alliance on Crime connects systems, service providers, and victims to advance the response for victims of all crime.

**Minnesota Alliance on Crime Core Values Statement:**

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 seek to ensure a criminal justice system that is fair and accessible to crime victims, and meaningful rights for crime victims are routinely honored.
3. We stand in solidarity with efforts around the world to end all forms of discrimination, exploitation, and violence.
4. We recognize that forms of oppression based on race, gender, class, ethnicity, nationality, immigration status, disability, age, religion, and sexual orientation create a climate of supremacy and ownership that facilitates the use of on-going violence and exploitation.
5. 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.
6. We undertake prevention efforts to confront and change cultural norms and practices that facilitate violence and exploitation.
7. We promote and encourage the leadership of victim/survivors in guiding our advocacy, policy, and training efforts.
8. We affirm the power of collective and collaborative efforts to advocate with social systems and institutions in order to end violence and exploitation.
9. 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 victims.
10. 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: \_\_\_\_\_

## **Each individual board member is expected to do the following:**

- Understand these three fundamental legal duties:
  - **Duty of Care** — Participate actively in making decisions on behalf of the organization and exercise the best individual judgment while doing so.
  - **Duty of Loyalty** — Put the interests of the organization before individual personal and professional interests when acting on behalf of the organization in a decision-making capacity.
  - **Duty of Obedience** — Ensure that the organization complies with applicable federal, state, and local laws and adheres to its mission.
- Know the organization's mission, goals, policies, programs, services, strengths, and needs.
- Follow trends in the organization's field of interest.
- Read and understand the organization's financial statements.
- Serve as an active advocate and ambassador for the organization, and fully engage in identifying and securing the financial resources and partnerships necessary to advance its mission.
- Leverage connections, networks, and resources to help the organization fully achieve its mission.
- Give a personal financial donation.
- Help identify connections that can benefit the organization's fundraising and reputational standing and influence public policy related to the organization.
- Prepare for, attend, and conscientiously participate in board meetings.
- Participate fully in one or more committees.
- Follow the organization's bylaws, policies, and board resolutions.
- Sign an annual conflict-of-interest disclosure, update it during the year if necessary, and disclose potential conflicts before meetings and actual conflicts during meetings.
- Maintain confidentiality about all internal matters of the organization.

## EXECUTIVE DIRECTOR PERFORMANCE REVIEW FORM

Employee Name: Bobbi Holtberg

Evaluation Period: January 1, 2019 to December 31, 2019

**1. LEADERSHIP** 4.6 Rating

5 = Outstanding 4 = Above Average 3 = Satisfactory 2 = Needs Improvement 1 = Unacceptable

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- Provides overall direction and leadership toward achievement of the organization's mission, vision, and strategic goals
- Maintains a "Big Picture" outlook and is aware of industry issues and changes
- Forecasts trends, responds to change, and invites innovation
- Thinks and acts strategically, considering the organization's short-term goals and long-term health
- Inspires confidence, establishes credibility with the Board, staff, members and others
- Provides direction and support to the Board regarding its fiduciary obligations and governance role
- Effectively works with the Board to develop strategies for achieving organizational goals and financial viability
- Solicits and acts on the ideas of others when appropriate
- Actively participates in relevant and worthwhile professional organization
- Projects a positive image as the Executive Director of the organization
- Exhibits behaviors of accountability

Comments or Examples:

- Great at providing direction for MAC. She looks ahead to what she'd like MAC to achieve both short-term and long-term.
- An excellent leader at MAC. She is always guided by MAC's mission and strategic plan.
- A visionary leader as well as a practical one, a rare combination of gifts.
- Bobbi has big plans for MAC but she keeps them grounded, both in reality and in what it will take to maintain the current success of the organization.
- Is well-liked and respected in the field and is a strong leader in every way.
- Bobbi always has a positive attitude and is always full of ideas and ways to make things happen.

## 2. ADMINISTRATION

4.6 Rating

5 = Outstanding 4 = Above Average 3 = Satisfactory 2 = Needs Improvement 1 = Unacceptable

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- Sees that programs and activities are developed, executed, modified and dismantled to ensure the organization's effectiveness and continual improvement
- Works with the Board to ensure that they are effective as a body and that recruitment, involvement and departures of individual Board members are addressed
- On a regular basis, evaluates services and programming and makes modifications as necessary, communicating changes or needs to the Board when necessary
- Establishes positive relationships with institutional funders such as foundations, government agencies, churches, corporations, etc.
- Works with staff, finance committee, and the Board to prepare reasonable budgets, monitor processes, and initiate changes to operations and/or budgets as needed
- Ensures that the organization operates within defined budget, policies, and bylaws
- Takes an active role in fundraising
- Recognizes the need for internal controls and promotes their value to the staff
- Performs work with the apparent understanding that the Board governs and the Executive Director manages the daily operations of the organization and provides overall leadership
- Exhibits skill in problem-solving, forward-thinking, and change management

### Comments or Examples:

- Bobbi is very skilled in this part of her work. She is actively involved in development, implementation, and evaluation of every part of the programming at MAC. She offers practical, thoughtful feedback for staff consideration, helps wherever she is able, and takes the lead where appropriate. She is very good at seeing programs from multiple sides, and helping staff to understand perspectives of stakeholders outside of our office (board, funders, stakeholders). She is very proactive and thoughtful in her work.



### 3. STAFF MANAGEMENT

4.6 Rating

5 = Outstanding 4 = Above Average 3 = Satisfactory 2 = Needs Improvement 1 = Unacceptable

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- Leads by example, is punctual and exhibits behaviors of accountability and professional demeanor
- Ensures that a healthy and productive workplace environment is maintained
- Creates and maintains an atmosphere that fosters teamwork, creativity and participation
- Ensures that procedures and organizational culture maximize personnel resources
- Hires and supervises staff in accordance with state and federal labor laws as well as the organization's bylaws and procedures
- Provides feedback and evaluations to staff in a timely manner and as necessary in order to meet and further the needs of the organization
- Provides clear standards of performance to staff, and addresses issues of poor work performance in a timely manner
- Is available and interested in helping staff problem-solve
- Ensures staff understand the organization's strategic plan and guides them in achieving goals
- Addresses staff concerns and vacation requests in a timely manner

#### Comments or Examples:

- I have not heard any complaints from staff and have only heard positive things from them regarding Bobbi's staff management.
- Bobbi is a fantastic manager of staff. She is empathetic, thoughtful, kind, strategic, and genuinely cares about our well-being. She has created a very safe environment for us at MAC to show up as our full, honest selves while maintaining healthy boundaries and doing good work. I have never worked in a healthier workplace, and I don't imagine there are many like MAC out there in the world. It is certainly because Bobbi creates that environment. This year we all experienced challenges in our personal lives. Bobbi made time to listen to me when I needed her—whether it was because I was going through something myself, or frustrated with a coworker or another situation. Talking things out to her was incredibly helpful for me. She provides clear and honest evaluation about our work and supports our personal and professional growth as a staff. When faced with challenges in management, she maintains clear professional boundaries while offering support as best she can. I truly think she's an amazing manager.
- I can only assume that this is also a 5, but I am not connected enough to the personnel issues or the office at MAC to be able to answer this. Everyone seems happy and certainly the outcomes usually mirror the demeanor in the office. I have no concerns!

#### 4. COMMUNICATION

4.5 Rating

5 = Outstanding 4 = Above Average 3 = Satisfactory 2 = Needs Improvement 1 = Unacceptable

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- Effectively serves as the organization's chief representative and spokesperson and assure that the organization, along with its mission and vision, is properly presented to various audiences
- In a timely way, ensures that board members are informed of important changes, happenings, and needs of the organization
- Exhibits good judgment in determining what information to take to the Board and what matters are not Board-relevant
- Organizes ideas and information logically and presents them well
- Speaks and writes clearly and concisely, using understandable terminology
- Effectively manages communications with the media and the general public
- Effectively provides testimony on legislative matters affecting the organization
- Ensures that communication vehicles are developed and well utilized
- Responds to emails and communications in a timely manner
- Effectively communicates with Board and staff

#### Comments or Examples:

- Bobbi is a great communicator, internally and externally. She is a moving speaker with a lot of great ideas and strategies. My one criticism is that sometimes she can dominate conversations or trainings. She has a lot of knowledge to share, which I very much appreciate! But when we are on a tight schedule, such as at a training where we only have so much time, I worry that she is not conscious of how much time she is taking up or feels that the information she's communicating is more important than the schedule. Other than that, the content of her communication is fabulous, and her speaking style is engaging and thoughtful. She is a great speaker, writer, and communicator.

## ARTICLE VII

### Officers

**SECTION 7.1 Tenure of Office.** The officers of this corporation shall be a President, a Vice-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. A new director may not become an officer of the Minnesota Alliance on Crime until that director has served as a director for one (1) year.

**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 Minnesota Alliance on Crime 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 of Directors.

~~**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 the Minnesota Alliance on Crime of any instrument shall have the same force and effect as if it were executed on behalf of the Minnesota Alliance on Crime by the President.~~

**SECTION 7.4 Vice-President.** The Vice-President shall perform duties as assigned by the Board of Directors. In the absence of the President at a meeting of the Board of Directors, the Vice-President shall fulfill the duties of the President described in Section 7.2. In the event of the resignation or removal of the President, the Vice-President shall assume the role of President of the Board of Directors. ~~The Vice-President shall also perform the duties of the President in case of the latter's absence or disability. Execution by the Vice-President on behalf of the Minnesota Alliance on Crime of any instrument shall have the same force and effect as if it were executed on behalf of the Minnesota Alliance on Crime by the President.~~

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**SECTION 7.5 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 7.6 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 Minnesota Alliance on Crime in the banks and depositories designated by the Board of Directors; (4) disburse corporate funds and issue checks and drafts in the name of the Minnesota Alliance on Crime, as ordered by the Board of Directors; (5) on a quarterly basis and upon request of the Board of Directors, provide the President and the Board of Directors an account of transactions by the treasurer and of the financial condition of the Minnesota Alliance on Crime; and (6) perform other duties prescribed by the Board of Directors or by the President.

**SECTION 7.7 Additional Powers.** Any officer of this corporation, in addition to the

May 2018

# Diversity, Equity, and Inclusion Advancement Proposal

for



November 7, 2019

Dear Bobbi,

We are excited to submit a proposal to support MAC's diversity, equity, and inclusion work in the coming year. We look forward to the opportunity to continue working with you, bringing our expertise, experience, and relevant research to the process of continuing to develop your organization's intercultural competence and responsiveness. Our mission is to strengthen your organization through our work together.

We're two people who love making a difference in the lives of our clients. We believe in the power of thoughtful evaluation, strategic planning, and leadership development. And we are ready to help you do that work.

At Aurora, our values guide our work.

- **Practicing generosity:** Investing in relationships. Volunteering in the sector.
- **Working collaboratively to achieve a common goal:** Leading participatory planning processes. Adapting to changing circumstances.
- **Leading with honesty, humility, and joy:** Inviting, exploring, and honoring diverse perspectives.

We are hopeful for the opportunity to put these values into practice with MAC. Thank you for inviting us to submit this proposal.

Sincerely,

Sarah Cohn and Al Onkka

scohn@auroraconsult.com, 612-315-4350  
aonkka@auroraconsult.com, 612-584-3953

Aurora Consulting, 1229 Tyler St. NE, Suite 285, Minneapolis, MN 55413  
[www.auroraconsult.com](http://www.auroraconsult.com)

## OUR EXPERIENCE

At Aurora Consulting, we have extensive experience working with nonprofits facing unique challenges across Minnesota, the region, and nationally. We work with nonprofits of all sizes and across sectors.

The majority of our work falls into three broad and overlapping categories: evaluation, strategic planning, and organizational leadership development.

Within these broad categories, we have worked with organizations on projects related to:

- Organizational assessment
- Program and impact evaluation
- Strategic planning and action planning
- Environmental scans
- Organizational identity – mission, vision, values, outcomes
- Evaluation capacity building
- Board development
- Leadership development



## Our Clients Include

Arts Midwest  
 Center for Continuing Education,  
 UW-Superior  
 Down Syndrome Association of  
 Minnesota  
 Epilepsy Foundation of Minnesota  
 Equity Alliance Minnesota  
 Family Services Rochester  
 Family Tree Clinic  
 Hastings Family Service  
 Lakeville Area Arts Center  
 McKnight Foundation  
 Minnesota Alliance on Crime  
 Minnesota Coalition Against Sexual  
 Assault  
 Minnesota Elder Justice Center  
 Minnesota Recovery Connection  
 Minnesota River Area Agency on  
 Aging  
 Northwest Minnesota Foundation  
 Pawsitivity  
 Propel Nonprofits  
 Quad Cities Community Television  
 Ready Set Smile  
 Office of the Vice President of  
 Research, University of  
 Minnesota  
 Science Museum of Minnesota  
 Somali American Parent  
 Association  
 Center for Nonprofit Resources,  
 Toledo  
 Urban Boatbuilders  
 Women's Health Center, Duluth

## AURORA'S APPROACH

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Aurora Consulting is dedicated to boosting your capacity to lead your nonprofit into the future. We understand the nuance and complexity of mission-driven organizations from different sectors, of different sizes, and at various points in their lifecycle. We take a holistic approach to our work with nonprofits, understanding the interplay of governance, leadership, management, operations, strategy, and impact. We are:

**Curious Listeners** – We love to learn about and from our clients. We seek to understand how a project fits into your organization's goals, capacity, and responsibility to your community.

**Insightful Analysts** – We use our experience in the sector to pose important questions, suggest relevant options, shift perspectives, and draw out "aha" moments.



**Collaborative Partners** – We believe that collaboration is the best way to have an impact – in a project and in the world! We will be by your side throughout our work together. We don't bill by the hour, so give us a call whenever you have a question.

**Practical Problem Solvers** – We help you think big and act practical, because both are necessary for progress. We understand that one size fits none and will always adapt our role and services to your specific needs throughout a project.

**Flexible Leaders** – We lead with honesty, humility, and joy. We model facilitative leadership, embed skills and expertise within your organization, and help develop your leaders along the way.

## Leadership Development

At Aurora, we believe that all aspects of reflection and planning projects should support the development of leaders throughout an organization. In our work, we rely on the expertise of the participants, model facilitative leadership practices, and promote ownership of the results.

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*Aurora made complex topics accessible and relevant for nonprofit board and staff.*

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**Nate Dorr**, Program Officer for Community Development, Northwest MN Foundation

» Read *Leading with Honesty, Humility, and Joy* at <https://aurora.fyi/leadingwith>

## Facilitation

As facilitators, Aurora Consulting brings deep expertise in adult learning styles, group dynamics, consensus building, managing competing priorities and conflict, and outcome focused processes. Our facilitation is guided by the following values:

- Everyone in the room has wisdom.
- Everyone has a chance to listen and speak.
- Strength comes from the connections between perspectives.
- Together, our team is greater than the sum of its parts.

Our processes are guided by the Technology of Participation® facilitation processes. These processes incorporate best practices developed by a worldwide network over 40 years in strategic thinking, change management, organizational development, community development, innovation, and adult learning.

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*We've completed a number of strategic planning processes. Al Onkka's facilitation stood out as incredibly efficient and meaningful, resulting in an ambitious, yet attainable strategy.*

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**Martha Faust**, Executive Director, Minnesota Brownfields

» Read *Leading with Honesty, Humility, and Joy* at <https://aurora.fyi/leadingwith>



## Evaluation and Reflection

Al and Sarah are educated and experienced evaluators. Evaluation is about learning, growing, changing, and adapting intentionally. It is a purposeful effort to produce fundamental decisions and actions that shape and guide *what an organization is, what it does, and why it does it*. To that end, our approach to evaluation and reflection is based on *utilization-focused evaluation*. Utilization-focused evaluation processes are designed to answer questions raised by the team so that the information collected can and will be used to inform key decisions.

Through individual and collective reflection at critical points in a process or project, we help guide an organization's thinking to reflecting on questions or issues from multiple perspectives, finding the opportunity in every problem, and teasing out the wisdom from difficult situations.

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*At the beginning of the evaluation we just wanted to quantify our program's impact. But in the end, Aurora gave us new language, new tools, and new learning about what makes us effective.*

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**Janet Ogden-Brackett**, Vice-President of Lending, Propel Nonprofits

» See the Propel case study at <https://aurora.fyi/propel>

## PROJECT CONTEXT

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We understand that MAC is in a point of reflection and growth as the organization considers how well it is reaching and improving the lives of all victims of crime across the state. This reflection includes questions regarding how the state's population is reflected among MAC's board and staff members, how issues of equity, inclusion and access are improved in MAC's programs, and how the Alliance's future planning and programming aligns with the state's diverse communities and cultures. We understand that Aurora's role will be to facilitate individual and group assessments and reflection around cultural competence and identify what areas the organization should work on in the coming year to increase MAC's collective cultural competence and responsiveness.

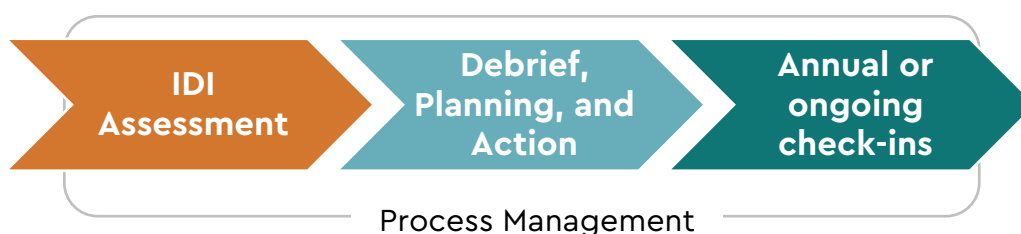
This work will be conducted in a way that:

- Promotes full, authentic and respectful participation by staff and board members.
- Engenders board and staff commitment to MAC's growth potential.
- Models positive and productive collaboration.
- Develops the intercultural competence of all participants.

## DEI REFLECTION AND IMPROVEMENT

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A diversity, equity and inclusion (DEI) development process for MAC will follow the basic framework laid out below with room for flexibility in the timeline for assessment, meeting and building together, individual development, and changing needs. We will customize and focus the process to best meet the needs of the MAC team.



## Process Management

Aurora works with a project team to customize the project, ensure its goals are clear, and facilitate a process that progresses smoothly and consistently. The project team is made up of 3-5 organizational representatives from the leadership team, board, and staff. The project team provides critical input, guidance and feedback to the consultants throughout the process on IDI team engagement, project design, ongoing check-ins and updates, and organizational needs and changes.

### *Process:*

The project team typically meets at critical junctures in the process, such as before and after each IDI assessment, team meeting and debrief, and throughout the course of a year's efforts.

### *Deliverable:*

Project management for a co-created, responsive, and adaptable IDI development and change process with strong buy-in and engagement from the IDI team.

## Intercultural Development Inventory Assessment

The IDI is a theory-based developmental assessment of intercultural competence that includes 50 questions and takes 15-20 minutes to complete in a confidential online survey. In development and use for the past ten years, the IDI has been rigorously tested and validated across organization types, cultures, and group sizes.

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*The Intercultural Development Inventory (IDI) is an assessment tool that measures intercultural competence along the Intercultural Development Continuum (IDC), which ranges from more monocultural to intercultural/global mind/skill sets.*

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» IDI Inventory can be found at [www.idiinventory.com](http://www.idiinventory.com)

### *Process:*

MAC staff, board members, and other leaders will take the IDI assessment on their own. Their information will be collated and confidentially stored in Aurora's Qualified Administrator account.

### *Deliverable:*

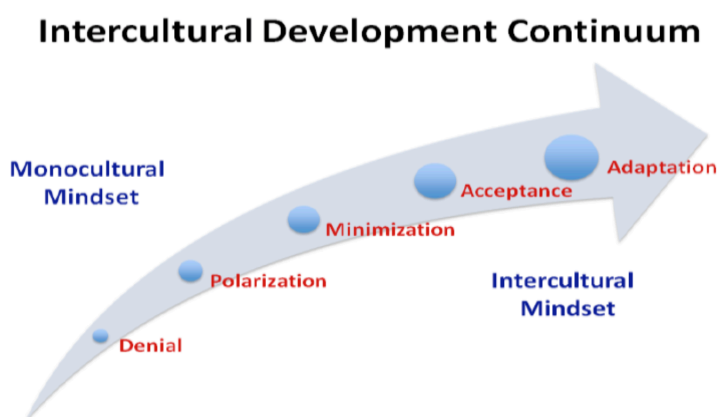
Individual and group profile reports from the IDI assessment.

## Debrief and Action

Upon the MAC team's completion of the assessment, Aurora will review the individual and group's assessments to prepare individual conversations and a group discussion. All personal information will only be shared with each individual. The group review will walk through how everyone's individual assessments feed into the intercultural competence of the team. No personally identifiable information will be shared with the group. These individual and group meetings will ground the group in understanding where their perceived competence and their behavioral competence are located along the Intercultural Development Continuum, allowing them to identify where and how they may want to improve their knowledge, awareness, or skills to become more interculturally competent.

Conversations that focus on an individual or group's potential areas of weakness or gaps, regardless of the topic, are difficult. Discussions of diversity, equity, inclusion, and access are difficult because individuals' experiences, capacities, assumptions and perspectives may be brought into question, and organizations are often not practiced in holding vulnerable conversations between colleagues. Aurora will facilitate these conversations, modeling empathy and compassion while setting group norms to allow the IDI team to work together through vulnerability and discomfort.

At the completion of the IDI assessment and discussions, individuals and the IDI team will have concrete ideas for how to develop their intercultural competence and awareness over the course of the following year.



### *Process:*

Aurora will work with the project team to plan the group review, discussion, and planning meeting. The project team will meet for 1-2 hours to review the report, discuss the groups' profile, and outline the intercultural competence development activities and timeline for the year of DEI-focused work.

### *Deliverable:*

A year of readings, activities, and workshops to develop individual and collective intercultural competence of MAC staff and board members.

## FEE STRUCTURE

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The fee for this proposed work is presented below. Aurora's fee structure is based on deliverables rather than an hourly rate.

	Description	Budget
<b>Process Management</b>	<ul style="list-style-type: none"> <li>Work with the project team to prepare for IDI assessment, group debrief, and review annual work progress.</li> <li>Expected to have 2-5 meetings in a year.</li> </ul>	2,000
<b>IDI Assessment, Debrief and Action</b>	<ul style="list-style-type: none"> <li>Plan and facilitate completion of the assessment.</li> <li>Plan and facilitate 10 individual and one group debrief sessions.</li> <li>Develop timeline for action and learning.</li> <li>Provide documentation of all results.</li> </ul>	5,500
<b>IDI Assessment Tool Fee</b>	<ul style="list-style-type: none"> <li>The IDI costs \$21 per person to complete. Budgeted for 10 individuals.</li> </ul>	210
<b>Total</b>		<b>\$7,710</b>

### Additional Options

Included below are additional options for MAC to consider as a year of work and development progresses. Should MAC choose to work with Aurora around DEI issues and development, the cost per half-day workshop is \$1,500. We expect that this fee is similar or less than the fees of the recommended consultants.

<b>Annual activity and meetings</b>	<ul style="list-style-type: none"> <li>Plan and facilitate team discussions focused on areas of growth.</li> <li>Provide documentation of all results.</li> </ul>	\$1,500 per event
<b>IDI Reassessment and Check In</b>	<ul style="list-style-type: none"> <li>Facilitate completion of reassessment of team after 18 months.</li> <li>Plan and facilitate 10 individual and one group debrief sessions.</li> </ul>	5,500
<b>IDI Assessment Tool Fee</b>	<ul style="list-style-type: none"> <li>The IDI costs \$21 per person to complete. Budgeted for 10 individuals.</li> </ul>	210

Depending on the actions and activities the team plans, Aurora may support the ongoing work or MAC may hire other consultants to focus on aspects of development and learning. Some recommended consultants are:

- Imagine Deliver [www.imaginedeliver.com](http://www.imaginedeliver.com)
- Kandace Montgomery: Black Visions Collective [www.blackvisionsmn.org](http://www.blackvisionsmn.org)
- Trina Olso: Team Dynamics [www.teamdynamicsmn.com](http://www.teamdynamicsmn.com)
- Beth Zemsky: Intercultural Facilitation and Training [www.bethzemsky.com](http://www.bethzemsky.com)

## MEET THE TEAM

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Sarah and Al will provide all services for this project.

### Sarah Cohn – Principal Consultant



Sarah Cohn helps her clients build capacity to listen, learn, and lead. In her experience, organizations succeed when they seek diverse perspectives and listen with integrity before taking action. She sees her clients as the experts and herself as the facilitator of nuanced conversations.

Sarah is the board chair of One Voice Mixed Chorus, one of the largest LGBT and allies community choruses in North America. She also chaired the Minnesota Evaluation Association board and served as treasurer of the Visitor Studies Association.

Sarah is a Qualified Administrator of the Intercultural Development Inventory assessment. She strives to use the IDI and the Intercultural Conflict Style Inventory to more deeply support clients on their paths towards cultural competence and inclusion.

Sarah joined Aurora in 2017. Previously, Sarah managed the Science Museum of Minnesota's Evaluation and Research in Learning Department. While there, Sarah co-developed *Team-Based Inquiry*, a practitioner-focused form of evaluation used by organizations around the country and available for free online.

Sarah has a master's degree in Parks, Rec, and Leisure Services from the University of Minnesota with a minor in Evaluation. She studied psychology at Bowdoin College in Brunswick, Maine.

## Al Onkka – Principal Consultant



Al works at the leadership level to help nonprofits plan for the future and evaluate their impact. He has worked in the field of evaluation, promoting data-based decision making and organizational learning, since 2009. Al uses, and builds the capacity of others to use, an outcome perspective to help organizations learn, plan, and improve. He is inquisitive, analytical, good at connecting ideas, practical, and affable.

Al serves on the board of 826 MSP, a local nonprofit that empowers underserved K-12 students to think creatively, write effectively and succeed academically. Al chaired the board of Rainbow Rumpus, a Minneapolis publishing and social justice nonprofit, and was a Minnesota Evaluation Association board member.

Al joined Aurora in 2015. Previously, Al was an evaluator and researcher at the Science Museum of Minnesota and led internal, local, and national evaluation and research projects.

Al has a master's degree in Evaluation Studies from the University of Minnesota's Department of Organizational Leadership, Policy, and Development. He studied English and Philosophy at Luther College in Decorah, Iowa.



Minnesota Alliance on Crime  
March-April, 2020  
Julie Richards  
Inquire, Decipher, Progress LLC  
Scope of Services

## PROJECT OBJECTIVE

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Work with Minnesota Alliance on Crime (MAC) staff and administrators to complete IDI and ICS assessments, a debrief session, and individualized coaching sessions geared toward gaining awareness around organizational orientation toward cultural inclusion.

## PROJECT DESIGN & DELIVERABLES

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### I. Timeline

- February 17-28: meet with Executive Director to determine
- March 2-11: Administer IDI and ICS to MAC staff
- March 16-19: Group debrief and group profile
- March 30 – April 10: 1:1 coaching sessions

### II. Process Deliverables

- Utilize the Intercultural Development Inventory®, and the Intercultural Conflict Style® Inventory as a tool to assess current intercultural and cross-cultural competence.
- Take notes, create documents and provide reports that outline information gleaned from staff feedback, including both qualitative and quantitative data from research.
- Create and submit a list of recommendations that address areas of growth that may include, but are not limited to, new policies, professional development/training opportunities, and adopting DEI tools and/or frameworks.

The Intercultural Development Inventory, IDI, and IDI Guided Development and the Intercultural Conflict Style Inventory and ICS are registered trademarks of IDI, LLC in the United States and other countries.

## ABOUT THE INTERCULTURAL DEVELOPMENT INVENTORY (IDI®)

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Individual development, the IDI Individual Profile Report provides useful feedback to individuals about how they engage cultural diversity and identifies issues that may be impeding them from bridging more effectively across cultural differences. The Individual Intercultural Development Plan provides a learning blueprint that is customized to the individual's primary orientation.

For team/group development, the IDI Group Profile Report identifies a group's/team's primary way of engaging cultural diversity and is used for designing training efforts that target the intercultural competence development needs of the group/team.

For organizational development, the IDI, like an organizational climate, engagement, or educational accreditation survey, can provide a snapshot of the degree of intercultural competence within an organization or educational institution. The IDI organization-wide profile results can also provide guidance for policy, practices, structural changes, and training design template that allows educational and training interventions to be targeted for maximum effectiveness.

## ABOUT THE INTERCULTURAL CONFLICT STYLE INVENTORY (ICS®)

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The innovative, four-quadrant intercultural conflict style model provides a roadmap to how people use specific culturally grounded strategies for communicating ideas, resolving disagreements, and dealing with emotional upset. The Intercultural Conflict Style Inventory provides a cross-culturally valid and reliable assessment of an individual's core approach for solving problems and resolving disputes with others.

## CALCULATING EXPENSE

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### **DYNAMIC COSTS:**

- IDI/ICS Fees: \$47 X number of participants (MAC: 4 X \$47 = \$187)
  - \$25 IDI Assessment Fee
  - \$22 Intercultural Conflict Styles Assessment
- Individual coaching sessions: \$250 X number of participants (MAC: 4 X 250 = \$1000)
  - Leadership team and upper management

### **STATIC COSTS:**

- Learning & Development Session: \$500
  - Supplies (printing, postage, mileage, flip charts, etc): \$75
- Project Management: \$250
  - Initial meeting with Executive Director and subsequent check ins
  - Administration of Tool through IDI / ICS
  - Final report and recommendations

Total Cost: \$2012

The project will be billed based on actual hours at the end of month, beginning March 2020 and ending in April 2020

MAC Salary Spreadsheet October 1, 2019 - September 30, 2020

Taxes and fringe should be proportionately allocated as are salaries.

Position Title	Employee Name	Enter Annual Salary	Sum of Dollar Amounts	Position Funding Breakdown											
				VOCA-CVS Grant		STATE-CVS Grant		MATCH		VOCA-Training Grant		MAC Unrestricted		RTI Grant	
				Percentage	Dollar	Percentage	Dollar	Percentage	Dollar	Percentage	Dollar	Percentage	Dollar	Percentage	Dollar
Executive Director	Bobbi Holtberg	\$72,930	\$72,930	77%	\$63,268	13%	\$9,481		\$0	0%	\$0	10%	\$7,293		\$0
Program Manager/Training and Engagement	Danielle Kluz	\$56,000	\$56,000	45%	\$25,200	7%	\$3,920		\$0	48%	\$26,880		\$0		\$0
Program Manager/Training and Special Projects	Julia Tindell	\$56,000	\$56,000	44%	\$24,938		\$0		\$0	44%	\$24,938		\$0	12%	\$6,594
Program Manager/Operations	Amee Krogfus	\$56,000	\$56,000	27%	\$15,120	63%	\$35,280		\$0		\$0	10%	\$5,600		\$0
TOTAL BUDGET		\$240,930	\$240,930	\$128,526		\$48,681		\$0		\$51,818		\$12,893		\$6,594	

Proposed Longevity Incentive Structure:

Five years - \$500  
Seven years - \$750  
Ten years - \$1000  
Fifteen years - \$1500  
Twenty years - \$2000

Proposed Annual Pay Increase:

3% Cost of Living  
2% Merit Based

Proposed Future Hiring Pay Rate:

\$56,000 to \$56,000 + cost of living increase of current staff