



Minnesota Alliance on Crime

Board Agenda

May 11, 2017

Agenda Item	Who Leads	Time
I. Introductions/Call to Order	Board Chair	3'
II. Review- Changes/Additions- Action Needed	Board Chair	2'
III. Consent Agenda Items		25'
• Secretary's Report- Action Needed March	Secretary	
• Treasurer's Report- Action Needed April & Heidi Invoice	Treasurer	
• Director's Report	Executive Director	
IV. Updates-	Committees & Staff	20'
• Executive Committee		
• Board Development Committee		
• Budget and Finance Committee		
• Outreach and Engagement Committee		
• Public Policy Committee		
V. Action Items		30'
• Closing Board of Director Meetings		
VI. Focused Discussion		40'
• Silent Auction	MAC Staff	
• Executive Committee interests	Board Chair	
• New Board Members	Board Chair	
• Staff Pay- CLOSED	Board Chair	
VII. Adjourn	Board Chair	

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

MAC Board Meeting @ MAC Office, St. Paul
April 13, 2017 - Meeting Minutes

I. Called to Order @ 10:04 a.m.

Those present:

In-Person: Vanessa Barr, Karla Bauer, Kelly Nicholson, Dianna Umidon, Brenda Skogman, Dresden Jones, Denise Loy
By Phone: Vicki Walechka, Shane Baker, Shawn Becker
Executive Director: Bobbi Holtberg
MAC Staff: Danielle Kluz, Julia Tindell
Additional attendees: Therese Lockwood

II. Review Meeting Agenda

Motion to approve April 2017 agenda.

Motion 1st: Brenda Skogman

2nd: Denise Loy

Approved

III. Consent Agenda Items

- Secretary's Report

Reviewed the minutes from March. Correction to the Secretary's Report section – the statement about the intern should be that we are looking to have a series of interns that would encompass the entire year, not one intern for the entire year.

Motion to approve Secretary's Report from March 2017 with the correction.

Motion 1st: Brenda Skogman

2nd: Denise Loy

Approved

- Treasurer's Report

Reviewed March financials. 2nd Quarter Financial Status Report was submitted; mid-year grant activities and expenses are a little behind. Bobbi was awarded a scholarship for the National Crime Victims Law Institute training in Oregon which is listed as an unrestricted expense – (travel and training) of \$689.40. Bobbi will ask for reimbursement after the training.

Motion to approve financial reports.

Motion 1st: Dresden Jones

2nd: Kelly Nicholson

Approved

- Director's Report

-Bobbi reviewed the Director's report that was submitted and expanded on areas listed below.

In 2009 MAC applied with BWLAP (Diedre Keys as project director) on a grant for Domestic Violence and Identity Theft. MAC is again applying for this one year grant for \$50,000. Can use a portion of the grant to pay for a half-time project coordinator (Julia). Julia has the capacity to take this project on and it would make her full-time for one year.

-Continuing to research and work on Marsy's Law. MAC's position is to make it a priority to strengthen victims' rights and the best way to do this? Either a state constitutional amendment or an overhaul of MN Statute 611A (victims' rights). Our new intern, Sean, will be doing a lot of research on this issue and how it is going in other states.

-Will not be present at the next MAC meeting, will be in Oregon at NCVLI training.

Updates from Danielle:

- New advocate training - planning is going well; working to finish the agenda and final details.
- Two new members joined MAC from the open house – yeah! At this time the only metro county that has not joined is Washington County – doing some outreach to try and change this. In FY 18 we will provide an option to pay membership fees by credit card but it will include a processing fee.
- OJP conference coming the end of May and registration is now open. MAC will be hosting a joint reception with MCBW and MNCASA on Wednesday night. Board members should plan to attend – wear your name tag! Bobbi is reserving the bar and bartender and we will split the bill three ways. Next year Bobbi is planning to step off the OJP training committee and Danielle will take her place.

IV. Updates

- Executive Committee – met and discussed the agenda for April meeting.
- Board Development Committee -
- Budget and Finance Committee – will be meeting next in April or May.
- Outreach and Engagement Committee – did not meet in April. Planning to meet in May to outline a plan at the OJP conference to reach out to non-member programs and encourage membership in MAC.
- Public Policy Committee – Danielle provided a summary. Legislature is on vacation. No funding cuts but the numbers differ between budgets but not by a lot. See the notes in the Director’s report. There is a 26% cut in crime victim services in the Federal budget proposal.

V. Action Items

Strategic Plan – Working with Aurora and they have created a tool to outline activities and goals to accomplish under the 4 Pillars identified in the Strategic Plan. A copy is included in the board packet. Every quarter will have a plan of what needs to be accomplished. There are some pieces of the plan that MAC staff will complete, some that the Board of Director’s need to complete and some that the MAC Committee’s will work on; these will continue to be worked out. Created implementation steps to help us move forward – the what, why and who will do it! MAC staff will take a half-day each quarter to create the work plans.

Board of Director Meetings – Ongoing discussion of closing the Board of Director meetings, lots of comments for and against. The intent is not to exclude board members, there are lots of other ways to engage and include board members. What would be closed? Personnel and personnel policies. The Executive Director and Executive Board Committee (officers) would deem what would be closed. Will ask the other Coalitions about their process and if meetings are open and will check with AI at Aurora Consulting to see if they have any information about closing board meetings.

By-Laws & Policies – Changed the language of the treasurer’s duties in the By-Laws as MAC staff are handling more of the financial duties.

Motion was made to accept the changes to the Treasurer’s Duties in the By-Laws.

Motion 1st: Brenda Skogman

2nd: Karla Bauer

Approved

Financial guidelines were created and included in the board packet. They are more complex than what is needed but we need to move forward as an organization that gets larger.

Motion was made to approve the Financial Guidelines Policy.

Motion 1st: Brenda Skogman

2nd: Denise Loy

Approved

VI. Focused Discussion

Silent Auction at Annual Meeting & Training – Julia sent out the master list on Google DOC's and it can be changed/edited. Would like to see the list increase by 10% - if members can come up with new organizations to ask. Remember in Google DOC's there is not a save button, it automatically saves then you close the document.

Annual meeting – A copy of the draft agenda is included in the Board packet. The goal of the training: what is happening right now and to try and address relevant topics. Jeremy Roberts will be doing a “201” to his webinar training on evidence gathering.

Marsy's Law – being moved to June agenda.

MAC Open House – went fairly well, about 50 people attended. It was a diverse crowd with more non-members than member participants- one Senator attended. Four OJP staff members were present and were wondering where the other MAC Board members were. We need to have more Board Member engagement for these events along with “Give to the Max” Day. We all need to be Ambassadors of MAC! We want to be consistent in messaging; which is why MAC creates the publicity stuff for us to use and disperse for events.

VII. Adjourn

Motion to adjourn the meeting @ 12:03 p.m.

Motion 1st: Brenda Skogman

2nd: Dresden Jones

Approved

Next meeting: May 11, 2017 - MAC Office in St. Paul

**MN Alliance on Crime
Financials Summary
April, 2017**

Income:

Membership Dues	363.91
OJP Grant Income	44487.38
Training Grant Income	584.45
Interest Income	2.89
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	45438.63

Expenses:

OJP Grant Expenses	13749.18
Training Grant Expenses	2597.07
Unrestricted Expenses	72.08
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	16418.33

Total Expenses:

Personnel	10248.46
Payroll Taxes	823.46
Health Insurance Premiums	900.00
Rent	800.00
Contract Services	2365.00
Dues & Subscriptions	400.00
Equipment	0.00
Liability Insurance	0.00
Workers Comp Insurance	0.00
Miscellaneous	0.00
Annual Meeting Expense	0.00
Office & Program Supplies	503.14
Telephone Expense	304.27
Travel & Training Expenses	0.00
Bank Service Charges	34.00
Aplos Software Expense	40.00
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	16418.33

Available Balances:

OJP Grant	90538.44
Training Grant	45096.80
Unrestricted-Checking	34132.79
Savings Account	15128.82
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	184896.85

Heidi Hachfeld
423 W. Franklin Street
Morristown, MN 55052
507-330-0606

Date: April 30, 2017
Invoice #: 140
Customer ID MAC

Salesperson	Job	Payment Terms	Due Date
		Due upon receipt	

Make all checks payable to Heidi Hachfeld
Thank you for your business!
423 W. Franklin Street, Morristown, MN 55052



Executive Director's Report May 2017

Updates

- **NITVAN II Grant Application:** The submission deadline was extended to June 9, 2017. I anticipate being ready to submit the grant within the next couple of weeks. The grant narrative is completed and we are just waiting for a few partners to return their signed letter of support. Attached is the Project Strategy/Design narrative, which identifies partnering organizations.
- **OJP CVS Grant:** I submitted the mid-year narrative report and it is attached.
- **NCVLI Conference:** I received a \$1,000 scholarship from OVC to attend the 2017 conference in Portland on May 11-12. I will be out of the office May 9-12.
- **Summer Intern:** Sean Tompkins will begin his full-time internship with MAC on May 15.
- **Marsy's Law:** I met with MCBW and MNCASA regarding conversations that NNEDV is facilitating at a national level. After further research, I agree with some of the concerns shared by other coalitions. The notes from my meeting with Liz and Jeanne are attached. I believe MAC is in position to take the lead on identifying current issues/gaps with Minnesota statutory victim rights and what the best remedy is to address the identified issues. Attached are two documents reflecting a quick comparison between current Minnesota statute and Marsy's Law and Marsy's Law and other state constitutions. MAC will be convening listening sessions over the summer as part of launching regional meetings. More details will be available for discussion at the June meeting.
- **MAC Financial Practices:** MAC has been submitting quarterly FSRs to OJP. While MAC has the cash on hand to cover the expenses until we receive quarterly reimbursement, in order to do so, Heidi has to transfer funds between accounts, which causes additional work for her. At our most recent coalition directors meeting, I discovered that the other coalitions submit FSRs on a monthly basis to avoid having to juggle funds. After speaking with Heidi, Julia, and Brenda, I spoke with our OJP grant manager, Casey Kestler, and indicated that MAC will begin in May to submit monthly FSRs.
- **990:** Heidi has requested that we hire a CPA to complete and submit the federal 990. We are well below the operating budget threshold that requires an independent audit, so I think hiring a CPA to complete the 990 is a good way to have our books reviewed and validated. Does the Executive Committee have recommendations for CPAs we should contact for a quote? Deadline for filing the 990 is November 15, 2017.
- **FY18 Operating Budget:** I will be working with the finance and executive committees over the next month to prepare the FY18 operating budget. The board will need to approve the FY18 budget at the June meeting.
- **Bylaws:** I suggest the executive committee consider creating articles to address board member recruitment, application, and vetting processes. Currently MAC does not have any policy or bylaw that addresses these three areas. If a decision is made to close parts of board meetings, we will need to address it in the bylaws as well.
- **Board Meetings:** As requested, I reached out to Al Onkka of Aurora Consulting regarding best practices for having open or closed BOD meetings. Here is his response:

- *It's very common to have a closed portion of an open meeting. For example, school boards which are subject to open meeting laws still can have closed sessions. You will want to consider if you have bylaws or policy that currently describe when a meeting (or a part of a meeting) is open or not. If you don't, then you can create them. I've attached a helpful fact sheet that we have about these "executive sessions." The source is linked below.*
- *Basically what happens, is that you put an executive session on the agenda and state its purpose (generally, the topic only is fine, e.g. "executive review" or "board development" You excuse the public during the closed session and note in the minutes that the board went into closed session for the purpose of discussing xyz. You keep separate minutes for the executive session and they are held by the board, they aren't public. That's about it. Not a big deal. You will want to establish some policy language about when you go into executive session and who can call it. The link has some example language in it: <http://www.unitedwaync.org/sites/uwnccarolina.oneeach.org/files/filedepot/incoming/Executive%20Sessions.pdf>*

Al also sent a document titled, *Basic Guidelines for Executive Sessions*, which is attached.

- **Greater Twin Cities United Way (GTCUW) Funding Cuts:** In an attempt to address a \$6-million-dollar budget deficit, United Way made the decision to rescind \$4.5 million dollars of awarded funding to 16 metro domestic violence organizations in the 12-county metro area. GTCUW had awarded funding to these programs for FY17, 18, and 19, but will not fulfill FY18 and 19 funding awards. MCBW has asked coalitions to support their efforts to lobby GTCUW to reconsider the decision. As of May 1st, GTCUW has indicated that their decision is final. I will continue to monitor this situation as it is possible that any remedy to provide bridge funding to organizations could have an impact on MAC and its member programs.
- **Federal VOCA Funding Update:** The omnibus appropriations bill passed by Congress reduced the cap on spending from the Crime Victims Fund in 2017 to \$2.573 billion, down from \$3.042 bill in 2016. This includes \$326 million for VAWA grants (total VAWA appropriations is up slightly to \$481.5 million) and \$10 million for the DOJ Inspector General's Office. It is estimated that this will result in a significant decline in state VOCA assistance grants. I spoke with Cecilia Miller at OJP and this was her response: "Yes, we are expecting a reduction in VOCA funding, but are able to absorb it within our office and don't think we'd need to pass on reductions to grantees. We do expect the VOCA funding to go up again the following year, if it's calculated in the way they're doing it this time (3-year average)."

Upcoming Events

- **OJP Conference:** Will be held May 23-25, 2017. MAC has requested to table at the resource fair. We will be co-located with MADD as Diane Homa will be selling pottery and donating the proceeds to MAC. Karla Bauer and I will be presenting a two-part workshop titled The Scales of Victimization. MAC, MNCASA, and MCBW will co-host a reception on Wednesday, May 24th. Danielle, Julia, and our intern, Sean, have requested scholarships.
- **Silent Auction:** Julia emailed board members the link to the donor list. Please review and add information for potential new donors. Letters will be sent out June 1st. The hope is to grow the silent auction donor list by at least 10%.

Legislative/Public Policy

The delete-all amendment to the Judiciary and Public Safety Omnibus bill (HF896/ SF803) received approval from 8 of 10 conferees Tuesday, May 2nd, on a party-line roll-call vote. (A delete-all amendment replaces the entire contents of a bill with new language.) However, no conference committee report has been signed.

The conference committee report calls for \$2.25 billion in spending over the 2018-19 biennium, an \$85 million increase over projected base, nearly the midpoint between increases put forward by the House (\$113.27 million) and Senate (\$60.68 million). However, the amount is far below the almost \$262.2 million increase Governor Dayton budgeted.

The major policy provisions of note in the conference delete all amendment for Judiciary/Public Safety Omnibus bill are:

- Expansion of who can serve Harassment Restraining Orders (HRO) to include peace officers and others that are listed under Order for Protection (OFP) statute.
- Creation of short form notification for HROs with slightly different language for what must be printed in bold on short form in HRO and OFP, but it accomplishes same policy goal.
 - In HRO: "The restraining order is now enforceable. A copy of the restraining order is available at your nearest law enforcement office or district court. You are subject to arrest and may be charged with a misdemeanor, gross misdemeanor, or felony if you violate any of the terms of the restraining order that are described on this short form notification."
 - OFP statute has been modified to reflect this as well, but it accomplishes same policy goal: "The order for protection is now enforceable. You must report to your nearest sheriff office or county court to obtain a copy of the order for protection. You are subject to arrest and may be charged with a misdemeanor, gross misdemeanor, or felony if you violate any of the terms of the order for protection or that are described on this short form notification."
- Includes HROs in hot files and appropriates over \$2 million for creation of an HRO database.
- Fixes the HRO hearing request issue that MNCASA has been working on for the past couple of years: "A request for a hearing under this subdivision must be made within 45 days after the temporary restraining order is issued to within 20 days of the date of completed service of the petition."
- Eliminates HRO respondent filing fee for the cases in which petitioner fees are also waived.
- Reduces several different civil court filing fees:
 - Four court filing fee reductions, which would total about \$8.35 million in lost revenue, are included, including the civil court filing fee dropping from \$310 to \$280, and small claims court filing fee decreasing from \$65 to \$50. Another \$242,000 would be lost by eliminating harassment restraining order filing fees for the respondent.
- Domestic assault strangulation added to the list of criminal convictions that have implications for custody presumptions.
- Increases the penalty from a misdemeanor to gross misdemeanor "for a person to interfere with or obstruct traffic that is entering, exiting, or on a freeway or entering, exiting, or on a public roadway within the boundaries of airport property with the intent to interfere with, obstruct, or otherwise disrupt traffic."
- The Department of Corrections may not expand a current, or construct a new facility unless the department submits an outside, independent appraisal completed within the previous 90 days that estimates the market value of the now-empty Appleton facility.
- Clarifies statute so that off-duty peace officers have the right to carry firearms in, and cannot be prohibited from entering, private establishments.
- **Not included** in the final product is prohibiting the use of stays of adjudication and imposition in criminal sexual conduct cases, and increased penalties for child pornography offenses and the establishment of mandatory minimums.

General Fund increases include:

- \$13 million for peace officer training assistance;
- \$9.2 million in Fiscal Year 2017 to cover a deficiency in the base budget for the Corrections Department health care contract;

- \$1.7 million for two new District Court units (one each in the seventh and ninth judicial districts), which includes a judge, court reporter, and law clerk;
- \$1 million for the Bureau of Criminal Apprehension to begin building a predatory offender registration system to replace the current aging one;
- \$800,000 for local governments that operate pathways to policing programs to assist persons with non-traditional backgrounds become peace officers;
- \$500,000 to combat terrorism recruitment;
- \$360,000 to expand the enforcement and victim advocacy services of the Central Minnesota Sex Trafficking Task Force;
- \$275,000 each year for an additional firearms examiner and additional staff in the drug chemistry lab at the BCA;
- \$200,000 more for treatment court stability;
- \$200,000 for training state and local community safety personnel in the use of crisis de-escalation techniques;
- \$180,000 for one more agent in the Public Safety Department's Gambling and Alcohol Enforcement Division; and
- \$150,000 in Fiscal Year 2018 to create a nonprofit security grant program to supplement current federal dollars to nonprofit organizations deemed to be at high risk of a terrorist attack.

NOTE: If proposed funding levels go through, DPS/OJP will take a hit on administrative dollars that will result in loss of staff.

Training and Engagement

- **Membership Outreach:** MAC has been informed that the Polk and Red Lake County Attorney's Offices will be joining MAC shortly, which will bring us to 59 member programs. FY18 membership renewal letters and applications will be sent to existing MAC members on May 15th. Renewals are due July 1st. No change was made to the membership fee structure. The FY18 membership application is now on the MAC website.
- **Webinar Series:** Suzanne Elwell will present MAC's May webinar on Data Basics for Victim Advocates on May 17, 2017. The webinar is close to "selling out" after just a few days of registration being open.
- **Evaluation Process:** MAC has contracted with Aurora Consulting to develop best practice evaluation methods for our training and program work. We have twice met with Aurora to determine MAC's evaluation priorities and needs. A final product will be developed by Aurora by the Fundamentals in Victim Services training in June.
- **Training:** All trainers have been secured. Registration has opened and the training 65% sold out after one week.
- **Newsletter:** Danielle released the May MAC newsletter. The open rate so far 35%, which is above average.

NITVAN II Grant Submission: Minnesota Alliance on Crime

Project Strategy/Design Content

In Minnesota there is a strong foundation of supportive services available for victims through community-based organizations; culturally specific programs; domestic violence, sexual violence, and human trafficking advocacy programs; and prosecution-based victim/witness programs. These organizations have strong support from state coalitions and government entities that provide training, technical assistance, and funding to increase capacity for victim services. Additionally, general crime victim services in Minnesota are currently expanding with the introduction of the Day One Crime Victim Support Line in January 2017 and plans for a new Twin Cities-based, general crime-specific advocacy program to launch in July 2017. The collaboration of these individual programs has the potential to radically advance rights for, and supportive services to, victims of identity theft and cybercrime. For this reason, the Minnesota Alliance on Crime (MAC) proposes to capitalize on these strengths with the formation of the Minnesota Identity Theft and Cybercrime Information and Resource Network (MITCIRN), a coalition of members representing non-profit organizations, private businesses, and government entities dedicated to advancing supportive services for victims of identity theft and cybercrime across the state.

MITCIRN will focus on all identity theft and cybercrime populations and crime types, with a special focus on ensuring that organizations currently serving victims receive training. MAC has already laid the foundation for building awareness around cybercrime with its February 2017 webinar, “Gathering and Preserving Technological Evidence,” and further anticipated training at the upcoming MAC Annual Meeting and Capacity Building Training, which will take place in September 2017. There is a clear demand for such training, as evidenced by the February webinar evaluation wherein

100% of participants strongly agreed or agreed that “The webinar increased [their] knowledge of cybercrime and how it affects victims.” In addition, 100% of participants strongly agreed or agreed that “The webinar gave [them] information and/or resources [they] will use in [their] work.”

The goals for MITCIRN are to:

- (1) Bring together a diverse community of stakeholders, including victims, victim service professionals and organizations, criminal justice system professionals, legal service professionals, private businesses and financial institutions, community leaders, and others with the desire and capacity to improve support to victims of identity theft and cybercrime;
- (2) Develop relationships and promote a sense of partnership among network participants to foster and encourage effective collaborations;
- (3) Establish an information and resource sharing framework to share accurate, up-to-date information detailing:
 - (a) Existing supportive services for victims of identity theft and cybercrime across the state, including programs with the capacity to serve communities uniquely impacted by identity theft (e.g. elder victims, victims of domestic violence, immigrant/refugee victims, etc.);
 - (b) Training resources designed to establish a base knowledge of identity theft and cybercrime, the impact on victims, and best practices for supporting victims;
 - (c) Training resources designed to build advanced advocacy skills;
 - (d) Training resources on investigation and prosecution strategies; and
 - (e) Emerging research on responding to identity theft and cybercrime from both the victim response perspective and the criminal justice response perspective.

MITCIRN is designed to bring together key stakeholders to contribute, learn, and network in an effective and meaningful fashion. With a strong purpose, focused agenda, and organized implementation, MAC hopes to create a network that is sustainable past the grant period. Planned activities include mapping existing advocacy and investigatory resources, identifying gaps in support services to victims, and identifying Minnesota-specific needs with regard to resources, training, and advocacy. Furthermore, the network will provide a forum to share emerging research and best practices on all response levels, including victim advocacy, legal services, investigation, and prosecution. Finally, the network will set the state for partners to coordinate and collaborate on future efforts, such as prevention, policy analysis, and public awareness campaigns.

To accomplish the project goals outlined above, MAC proposes to use a portion of the grant award funds to hire a .5 FTE project coordinator. The project coordinator will manage the overall project by planning and facilitating the MITCIRN launch and resource collection/distribution. This position will be supervised by MAC's executive director, Bobbi Holtberg, and supported by MAC's training and engagement coordinator, Danielle Kluz.

Project Outline:

Branding Preparations (September 2017)

In order to generate interest and prepare for a successful MITCIRN launch, the project coordinator will develop a series of advertising and outreach resources, including a new page on MAC's existing website and an identity theft and cybercrime information sheet. The information sheet will be printed and distributed during initial program outreach.

Network Preparation Meeting & Outreach (September 2017)

Nineteen organizations and agencies have signed a letter of support indicating their intent to partner on MITCIRN. These partners are described in detail in a separate document attached with this

application. While many organizations have formally committed to this effort, it is expected that other essential agencies and organizations whose work brings them in contact with victims of cybercrime may join the network. Therefore, a priority for the first meeting will be to generate a list of additional prospective partners, and to distribute common messaging to existing partners for outreach. Network partners will be asked to make outreach to organizations with which they have professional connections and to invite them to participate in the MITCIRN summit. The project coordinator will make outreach to other prospective partners.

***Minnesota Identity Theft and Cybercrime Information and Resource Network Summit
(November 2017)***

MAC will host and facilitate a kick-off summit involving:

- (1) Training on identity theft and cybercrime;
- (2) An opportunity for committed partners and prospective network partners to introduce themselves, explain their role in responding to identity theft and cybercrime, and outline their desires for a successful network; and
- (3) A strategic planning session designed to assess:
 - (a) The current status of Minnesota's resources;
 - (b) The desired outcome for the network in the long term (as an established work group five years into the project); and
 - (c) Achievable goals to be accomplished within the first year of the network's existence.

Introductions

Introductions are an opportunity for participants to learn who else is participating in the discussion. This process will assist with the initial stages of mapping existing resources. It will also give partners opportunities to network and build relationships, which increases project investment.

Training

Because of Minnesota's unique history with the first NITVAN award in 2011 and the comprehensive training provided by Office on Victims of Crime at that time, it is important to be deliberate about designing the training for this portion of the summit. The training offered will consist of a series of workshops designed to establish a baseline of knowledge that goes beyond individual participants' narrow disciplines to ensure that participants understand the broad picture and that the underlying focus remains on support for victims of identity theft and cybercrime. Trainings will be facilitated by partners at varying points of victim response, and will offer insight into the roles of different non-profit, private, and government entities. Trainings will also include information on cybercrime as a form of identity theft.

Strategic Planning

The latter part of the summit will include a strategic planning session designed for network partners to assess the current conditions, the desired long-term outcome, and the achievable short-term goals for the first year of MITCIRN. The project coordinator will identify the three core areas where the network can grow Minnesota's information and resource availability in order to advance victim services and will facilitate a group discussion to develop an action plan to take place over the course of the following ten months. The three core areas are:

- (1) Mapping Existing Programs
- (2) Standardized Resources
- (3) Advanced Resources and Emerging Identity Theft Information

Partners will identify goals for each core area, and then identify the necessary steps toward accomplishing these goals. The strategic planning process will be designed to give ownership to the network, increasing investment in outcomes and ensuring that the goals are accomplished. Network

partners will identify sub-committees that will work to accomplish individual tasks. Sub-committees will determine the frequency and style with which they meet, facilitated by the project coordinator, with the expectation that sub-committees will conduct face-to-face or teleconference meetings at least once a month while working to achieve their desired outcomes.

Quarterly Meetings (March 2018, June 2018, Sep 2018)

MAC will hold three quarterly network meetings following the strategic planning session, giving sub-committees the opportunity to update the community on their efforts. At each session, sub-committees will also have an opportunity to assess the achievability of their goals as well as the overall strategic plan. Sub-committees will adjust their goals based on their needs and their accomplishments. At the final quarterly meeting, network partners will discuss next steps, reassess community involvement, create a plan for another year to move towards the long-term goals outlined during the initial strategic planning session, and celebrate the work successfully accomplished in the past year.

Project Report Release (September 2018)

Facilitated by the project coordinator, network partners will release a product compiling the work accomplished over the course of the previous year, including goals accomplished, resources available, and identified needs for future work.

NITVAN Grant Partners:

County Victim/Witness Programs:

- Clay County Attorney's Office Victim/Witness Program
- Dakota County Attorney's Office Victim/Witness Program
- Rice County Attorney's Office Communities Against Senior Exploitation Project

Statewide Crime Victim Coalitions:

- Minnesota Coalition Against Sexual Assault
- Minnesota Coalition for Battered Women

State Government Entities:

- Minnesota Department of Commerce:
- Minnesota Department of Public Safety Bureau of Criminal Apprehension Minnesota Financial Crimes Task Force
- Minnesota Department of Public Safety Office of Justice Programs

Statewide Law Enforcement Associations:

- Minnesota Sheriff's Association
- Minnesota Chiefs of Police Association

Local Criminal Justice Entities:

- East Metro Crime Prevention Coalition
- Shakopee Police Department

Federal Organizations:

- Federal Bureau of Investigation
- United States Postal Service

Nonprofit Organizations:

- AARP
- Better Business Bureau of Minnesota and North Dakota
- Cornerstone Advocacy Services
- Minnesota Elder Justice Center
- Standpoint

Minnesota Alliance on Crime
FY17 OJP CVS Grant Mid-Year Progress Report
(October 1, 2016 – April 30, 2017)

Program Standards

Public Awareness

MAC has increased its visibility on social media and has implemented a social media policy and plan to ensure appropriate use by MAC board, staff, and interns.

MAC continues to deliver our monthly electronic newsletter that is distributed to both our members and allied professionals' listservs. Submissions of information by partners and stakeholders has increased over 60%. The average "open" rate for our electronic newsletter is 38%.

MAC continues to expand all of its listservs. The members-only listserv is an interactive discussion group, allowing members to communicate directly with one another about victim-related issues they are experiencing. MAC also has a listserv for allied professionals who, like our members, receive our monthly newsletter. Membership in both lists continues to grow; these two lists currently reach over 600 individuals.

MAC supported our members' efforts to bring attention to crime victim issues and information during National Crime Victims' Rights Weeks by posting their events on our website and providing them with customized posters and other material. MAC held its first annual NCVRW open house on April 4, 2017. The open house was attended by over 50 individuals.

MAC continues to utilize its updated website as a vehicle to provide the general-public, stakeholders, and crime victims with information and resources. MAC also maintains an event calendars that provides information regarding events and trainings hosted by MAC and our allied partners.

MAC continues to look for opportunities to participate in local, regional and statewide events that allow MAC to share its mission and to promote the work of MAC member programs.

Public Policy/System Change

MAC continues to offer training and resources to criminal justice professionals, advocates, and allied partners on emerging public policy issues; and for the purpose of improving system response to crime victims.

MAC's Board of Directors has formed a public policy sub-committee to work with the executive director to identify potential public policy/legislative issues to be addressed. The committee has met weekly during the 2017 legislative session.

As part of MAC's strategic plan, we have made the issue of strengthening crime victims' rights in Minnesota a priority initiative. MAC will be using an intern to research other states crime victim rights statutes and constitutional amendments and will be convening listening sessions to determine what the needs are and what action steps MAC should take to strengthen rights for victims.

Capacity Building & Membership Support

MAC completed a strategic planning process facilitated by Aurora Consulting. MAC now has a five year strategic plan that guides our work and ensures our initiatives align with and support our mission and core values. MAC staff meet quarterly to identify implementations steps needed to achieve quarterly goals.

With the addition of a full-time training and engagement coordinator, MAC is better positioned to provide on-going best-practice technical assistance and training that will result in expanded capacity of MAC members and allied stakeholders. MAC's new website provides a platform for MAC to archive webinars, toolkits, and resources that aid MAC members in their ability to meet the needs of crime victims.

Requests for technical assistance (TA) from member programs has increased dramatically over the past 6 months. Danielle Kluz, Training and Engagement Coordinator has developed a process for requesting TA and for tracking requests and outcomes. In the past six months MAC has responded to 37 requests for technical assistance from our member programs and allied partners

MAC plans to convene MAC members for quarterly regional meetings to ensure we are aware of promising practices and concerning issues that our members. We will begin facilitating these regional meetings in the summer of 2017.

MAC is in the final stages of curriculum development for the Fundamentals in Victim Services Training that will be held in Bloomington, MN on June 22-23, 2017. This training will be repeated in the Fall of 2017 at an outstate location.

MAC has continued to provide bi-monthly skill building webinars. The webinars have been well attended and evaluations have indicated that the information shared is valuable to advocates that participate.

MAC continues to explore opportunities to convene members, system personnel, and the community at large to expand conversations about issues that affect the responses to crime victims.

Overarching Commitments to Accessibility, Inclusion, and Diversity

MAC is actively taking actions to ensure we are accessible and inclusive of all individuals and organizations; and that staff and board are inclusive of persons from diverse organizations, communities, and populations.

As part of our strategic plan, MAC set a goal in quarter one of FY18 to add at least one cultural or underserved population specific member program. As of April 4th, 2017 Think Self (formerly CSD) has joined MAC as a member. MAC believes the addition of Think Self will help to inform our work and training to ensure we are responsive to diverse needs of advocates and crime victims. We will

continue to reach out to programs to build relationships with those serving marginalized communities.

MAC's office is located in St. Paul, MN. We located in a cost efficient, wheelchair accessible location that offers free parking. MAC continues to operate its toll free number: 866-940-8090.

MAC is currently actively recruiting new board members. It should be noted that all four positions of the executive committee will be open has board members terms will end on September 30, 2017.

MAC's board is committed to working towards making MAC's leadership reflective and inclusive of our member programs. Stakeholders, and most importantly, victims of crime in the state of Minnesota. The board has developed and membership adopted the following goal board structure:

1. Sixty-Seven Percent (67%) of the Board of Directors shall represent Voting Member Organizations;
2. Thirty-Three Percent (33%) of the Board of Directors shall represent Non-Voting Member Organizations or Non-Voting Member Individuals;
3. Fifty Percent (50%) of the Board of Directors shall represent communities in the seven-county metro area of Minneapolis and Saint Paul;
4. Fifty Percent (50%) of the Board of Directors shall represent communities outside of the seven-county metro area of Minneapolis and Saint Paul;
5. Thirty-Three Percent (33%) of the Board of Directors shall represent government systems-based organizations;
6. Thirty-Three Percent (33%) of the Board of Directors shall represent community services-based organizations;
7. Twenty Percent (20%) of the Board of Directors shall include victims and survivors of crime;
8. Twenty Percent (20%) of the Board of Directors shall include under-represented groups; and,
9. Thirteen Percent (13%) of the Board of Directors shall include corporate or private sector citizens.

MAC will continue to create safe space for meaningful conversations regarding social justice issues that must be addressed to ensure all Minnesotans are treated with respect have access to informing public policy.

Evaluation

MAC is currently working with Aurora Consulting to develop a comprehensive evaluation system to be used for all in person and web based trainings. The new evaluation surveys will capture feedback immediately after training is completed and then a follow-up survey will automatically sent 60 days after completion of training to assess what practices, protocols, and policies may have been informed as a result of attending training.

We are also working with Aurora to develop a needs assessment survey that will to be used with our member program and allied stakeholders. MAC surveys our member programs semi-annually to ensure we are aware of needs and opportunities to address gaps and emerging issues.

As part of the strategic plan, MAC's board of directors completes an annual evaluation regarding visioning, strengths, and growth areas of the organization.

Most importantly, MAC has taken concrete steps to ensure all of our work is informed by and meets the needs of crime victims. A Victim/Survivor Advisory Council has been formed and the executive director maintains contact with members both individually and collectively to make sure they have the opportunity to review our initiatives and training plans.

Marsy's Law Meeting with Liz Richards and Jeanne Ronayne

April 20, 2017

1. Concerns About Marsy's Law:

- A. MCBW has an intern who has been researching Marsy's Law as an organization:
 - i. Discovered that the funding comes largely from extreme right
 - ii. Also connections to the private prison industry.
 - iii. Marsy's Law organizers spent approximately \$30 million in North Dakota.
 - iv. They have a 3-year plan and Minnesota is on it.
 - v. MCBW will share their research with us.
- B. If the victim and the offender have equal rights, whose rights trump?
- C. State vs. Federal rights. There is no federal victims' rights constitutional amendment.
- D. The definition of "victim" is very broad in Marsy's Law.
- E. Pushback nationally from communities of color and prosecutors.
- F. There has been no support from the organizers for implementation of Marsy's Law in states where it has passed.

2. What MAC Can Do:

- A. We need to understand the gaps in statute and what may be the best remedies.
- B. Bobbi will have to discuss this with board at next meeting.
- C. Messaging:
 - i. We don't want our message to be that the coalitions don't care about victims.
 - a. This damaged the North Dakota coalition.
 - ii. Our message needs to be
 - a. We deeply care about victims, so...
 - b. Minnesota should take a thoughtful approach to a crime victims' rights amendment to determine which is the best path for victims.
 - c. Marsy's Law may not be the best fit for Minnesota's victims.
- D. May newsletter:
 - i. MAC wants to hear from victim service providers on gaps and needs in victim rights.
 - ii. MAC wants to take the lead in identifying and addressing victims' rights in Minnesota.
- E. Regional membership meetings:
 - i. Listening sessions on victim's rights.
- F. Listening sessions with stakeholders and allies.
- G. Discuss the issue at Annual Meeting.

H. Tasks for Sean:

- i. Look at other states' crime victim statutes, especially Wisconsin (said to have one of the strongest in the nation).
- ii. Look at California, which has had Marsy's Law the longest:
 - a. Has it made a difference? Has it truly helped victims?
 - b. Has anyone evaluated it?
 - c. What is the enforcement mechanism?

3. Meg Garvin, NCVLI:

- A. She is the keynote at the OJP conference.
 - i. The title of her keynote (Hearing the Victim's Voice in our Justice System: A Roadmap for Minnesota) and her workshop (Differences Between Constitutional and Statutory Changes: How Hot Topics in Crime Victim Services Impact Your Work) indicate she may be discussing Marsy's Law.
 - ii. Liz expressed her concerns to OJP about this.
- B. Bobbi and Suzanne Elwell need to create messaging about what we're doing in Minnesota before going to the NCVLI conference in May.

4. Next Meeting:

- A. Beginning of May.
- B. Will include Suzanne.

Marsy's Law and Minnesota Statute

Marsy's Law Rights	MN Statute
The right to due process and to be treated with fairness and respect for the victim's dignity.	No
The right to be free from intimidation, harassment, and abuse.	Various statutes.
The right to be reasonably protected from the accused and any person acting on behalf of the accused.	Various statutes.
The right to have the safety and welfare of the victim and the victim's family considered when setting bail or making release decisions.	No
The right to prevent the disclosure of information or records that could be used to locate or harass the victim or the victim's family, or which could disclose confidential or privileged information of the victim.	§611A.021 and §611.035
The right to privacy, which includes the right to refuse an interview, deposition or other discovery request and to set reasonable conditions on the conduct of any such interaction to which the victim consents.	No
The right to reasonable, accurate and timely notice of, and to be present at, all proceedings involving the criminal conduct, plea, sentencing, adjudication, any release or escape of the defendant or delinquent, and any proceeding during which a right of the victim is implicated.	§611A.02: Quite vague in nature. Notification of rights by law enforcement and prosecution.
The right to be heard in any proceeding involving release, plea, sentencing, adjudication, or parole, and any proceeding during which a right of the victim is implicated.	Plea agreement: §611A.03; release: §611A.03; sentencing/adjudication: §611A.038; parole review (surviving spouse or next of kin for murder victims only): §243.05; supervised release hearing: §244.05
The right to confer with the prosecuting attorney.	Possibly. Vague mention of "participation" in prosecution process: §611A.02
The right to provide information regarding the impact of the offender's conduct on the victim and the victim's family to the individual responsible for conducting any pre-sentence investigation or compiling any pre-sentence investigation report, and to have any such information considered in any sentencing recommendations submitted to the court.	§611A.037; §609.115
The right to receive a copy of any pre-sentence report, and any other report or record relevant to the exercise of a victim's right, except for those portions made confidential by law.	No specific right to PSI, but PSI must inform victim of certain items: §611A.037
The right to the prompt return of the victim's property when no longer needed as evidence in the case.	No
The right to full and timely restitution in every case and from each convicted offender for all losses suffered by the victim as a result of the criminal conduct. All monies and property collected from any person who has been	§611A.04; §611A.045; §611A.046; §611A.037; §609.135; §260B.198; §260B.225; §609.10;

Marsy's Law and Minnesota Statute

Marsy's Law Rights	MN Statute
ordered to make restitution shall be first applied to the restitution owed to the victim before paying any amounts owed to the government.	§609.125; §609.527; §609.532; §609.115; §631.425; §243.23
The right to proceedings free from unreasonable delay, and to a prompt and final conclusion of the case and any related post-judgment proceedings.	Speedy trial in cases with vulnerable adults: §611A.033
The right to be informed of the conviction, sentence, adjudication, place and time of incarceration, or other disposition of the convicted offender, any scheduled release date of the offender, and the release of or the escape by offender from custody.	Notice of disposition of case: §611A.039; release after arrest for victims of violent crime: §629.73; pretrial release: §629.72; release notice to victims of DV: §611A.06; post-conviction release, escape, offender location: §611A.06, §629.73; release from civil commitment: §253B.18; release of predatory offenders: §244.053
The right to be informed of all post-conviction processes and procedures, to participate in such processes and procedures, to provide information to the release authority to be considered before any release decision is made, and to be notified of any release decision regarding the offender. The parole authority shall extend the right to be heard to any person harmed by the offender.	Appeal: §611A.0395; sentence modification (felony or crime of violence): §611A.039; probation review (in restitution cases only): §611A.046; parole: §243.05
The right to be informed of clemency and expungement procedures, to provide information to the Governor, the court, any clemency board and other authority in these procedures, and to have that information considered before a clemency or expungement decision is made; and to be notified of such decision in advance of any release of the offender.	Expungement: §611A.0385 and §611A.06
The right to be informed of these rights, and to be informed that victims can seek the advice of an attorney with respect to their rights. This information shall be made available to the general public and provided to all crime victims in what is referred to as a Marsy's Card.	Law enforcement, prosecution, PSI officer, court, corrections notice: §611A.02, §611A.01, §13.82, §629.341, §611A.66, §611A.03, §609.115, §611A.037, §611A.04, §611A.0385, §611A.06, §243.05, §244.05.
The victim, the retained attorney of the victim, a lawful representative of the victim, or the prosecuting attorney upon request of the victim may assert and seek enforcement of the rights enumerated in this section and any other right afforded to a victim by law in any trial or appellate court, or before any other authority with jurisdiction over the case, as a matter of right. The court or other authority with jurisdiction shall act promptly on such a request, affording a remedy by due course of law for the violation of any right. The reasons for any decision regarding disposition of a victim's right shall be clearly stated on the record.	No.

Marsy's Law and Minnesota Statute

Marsy's Law Rights	MN Statute
The granting of these rights to victims shall not be construed to deny or disparage other rights possessed by victims. All provisions of this section apply throughout criminal and juvenile justice processes are self-enabling and require no further action by the Legislature.	Sort of. Penalties no bar to civil remedies: §611A.05.
As used in this section, a "victim" is a person who suffers direct or threatened physical, psychological, or financial harm as a result of the commission or attempted commission of a crime or delinquent act or against whom the crime or delinquent act is committed. The term "victim" also includes any spouse, parent, grandparent, child, sibling, grandchild, or guardian, and any person with a relationship to the victim that is substantially similar to a listed relationship, and includes a lawful representative of a victim who is deceased, incompetent, a minor, or physically or mentally incapacitated. The term "victim" does not include the accused or a person whom the court finds would not act in the best interests of a deceased, incompetent, minor or incapacitated victim. The terms "crime" and "criminal" include delinquent acts and conduct.	Defines victim but does not include family, except for minors, incompetent, incapacitated, or deceased persons: §611A.01.

Marsy's Law and Minnesota Statute

Marsy's Law Compared to 6 States With Non-Marsy's Law Victims' Rights Amendments

Marsy's Law Rights	Alaska	Colorado	Missouri	Tennessee	Texas	Wisconsin
The right to due process and to be treated with fairness and respect for the victim's dignity.	Yes	No	No	No	Yes	Yes
The right to be free from intimidation, harassment and abuse.	Similar	No	No	Yes	No	No
The right to be reasonably protected from the accused and any person acting on behalf of the accused.	Yes	No	Yes	No	Yes	Yes
The right to have the safety and welfare of the victim and the victim's family considered when setting bail or making release decisions.	Similar	No	No	No	No	No
The right to prevent the disclosure of information or records that could be used to locate or harass the victim or the victim's family, or which could disclose confidential or privileged information of the victim.	No	No	No	No	No	No
The right to privacy, which includes the right to refuse an interview, deposition or other discovery request and to set reasonable conditions on the conduct of any such interaction to which the victim consents.	No	No	No	No	No	No
The right to reasonable, accurate and timely notice of, and to be present at, all proceedings involving the criminal conduct, plea, sentencing, adjudication, any release or escape of the defendant or delinquent, and any proceeding during which a right of the victim is implicated.	Yes	No	Similar	Yes	Yes	Similar
The right to be heard in any proceeding involving release, plea, sentencing, adjudication, or parole, and any proceeding during which a right of the victim is implicated.	Yes	Similar	Yes	Yes	No	Similar
The right to confer with the prosecuting attorney.	Yes	No	No	No	Yes	Yes
The right to provide information regarding the impact of the offender's conduct on the victim and the victim's family to the individual responsible for conducting any pre-sentence investigation or compiling any pre-sentence investigation report, and to have any such information considered in any sentencing recommendations submitted to the court.	No	No	No	No	No	No

Marsy's Law Compared to 6 States With Non-Marsy's Law Victims' Rights Amendments

Marsy's Law Rights	Alaska	Colorado	Missouri	Tennessee	Texas	Wisconsin
The right to receive a copy of any pre-sentence report, and any other report or record relevant to the exercise of a victim's right, except for those portions made confidential by law.	No	No	No	No	No	No
The right to the prompt return of the victim's property when no longer needed as evidence in the case.	No	No	No	No	No	No
The right to full and timely restitution in every case and from each convicted offender for all losses suffered by the victim as a result of the criminal conduct. All monies and property collected from any person who has been ordered to make restitution shall be first applied to the restitution owed to the victim before paying any amounts owed to the government.	Similar	No	Similar	Similar	Similar	Similar
The right to proceedings free from unreasonable delay, and to a prompt and final conclusion of the case and any related post-judgment proceedings.	Similar	No	Similar	Yes	No	Similar
The right to be informed of the conviction, sentence, adjudication, place and time of incarceration, or other disposition of the convicted offender, any scheduled release date of the offender, and the release of or the escape by offender from custody.	Similar	No	Similar	Similar	Similar	Similar
The right to be informed of all post-conviction processes and procedures, to participate in such processes and procedures, to provide information to the release authority to be considered before any release decision is made, and to be notified of any release decision regarding the offender. The parole authority shall extend the right to be heard to any person harmed by the offender.	Similar	No	Similar	Similar	Similar	Similar
The right to be informed of clemency and expungement procedures, to provide information to the Governor, the court, any clemency board and other authority in these procedures, and to have that information considered before a clemency or expungement decision is made; and to be notified of such decision in advance of any release of the offender.	No	No	No	No	No	No
The right to be informed of these rights, and to be informed that victims can seek the advice of an attorney with respect to their rights. This information shall be made available to the general public and provided to all crime victims in what is referred to as a Marsy's Card.	No	No	Similar	Similar	No	No

Marsy's Law Compared to 6 States With Non-Marsy's Law Victims' Rights Amendments

Marsy's Law Rights	Alaska	Colorado	Missouri	Tennessee	Texas	Wisconsin
The victim, the retained attorney of the victim, a lawful representative of the victim, or the prosecuting attorney upon request of the victim may assert and seek enforcement of the rights enumerated in this section and any other right afforded to a victim by law in any trial or appellate court, or before any other authority with jurisdiction over the case, as a matter of right. The court or other authority with jurisdiction shall act promptly on such a request, affording a remedy by due course of law for the violation of any right. The reasons for any decision regarding disposition of a victim's right shall be clearly stated on the record.	No	No	No	No	Similar	No
The granting of these rights to victims shall not be construed to deny or disparage other rights possessed by victims. All provisions of this section apply throughout criminal and juvenile justice processes are self-enabling and require no further action by the Legislature.	No	No	No	No	No	No
As used in this section, a "victim" is a person who suffers direct or threatened physical, psychological, or financial harm as a result of the commission or attempted commission of a crime or delinquent act or against whom the crime or delinquent act is committed. The term "victim" also includes any spouse, parent, grandparent, child, sibling, grandchild, or guardian, and any person with a relationship to the victim that is substantially similar to a listed relationship, and includes a lawful representative of a victim who is deceased, incompetent, a minor, or physically or mentally incapacitated. The term "victim" does not include the accused or a person whom the court finds would not act in the best interests of a deceased, incompetent, minor or incapacitated victim. The terms "crime" and "criminal" include delinquent acts and conduct.	No	No	No	No	No	No

MAC activity report

Week	(All)
Date	(All)

Row Labels	Sum of Time
Email	27
Meeting	18
Meeting Prep	4
Phone call	2
Research & Development	47
Training	2.5
(blank)	
Administrative	32.5
Technical Assistance	9
PTO	19
Grand Total	161

Danielle Kluz
Activity Summary - April 2017

Label	Total Hours
Admin	24
Email	11
Meetings	23
Meeting Prep	2
Outreach to Membership	47
PTO	8
Public Policy	7
Research & Development	0
Technical Assistance	0
Training	37
Travel	1
TOTAL	160

Julia Activity Report (April 2017)

Week	(All)
Date	(All)

Row Labels	Sum of Time
Email	0.5
Meeting	8
Meeting Prep	0.5
Research & Development	8.5
(blank)	
Outreach to Membership	2.5
Professional Development	1
Break	7.5
PTO	4
Finance	6
Administration	27
Grant Writing	14.5
Grand Total	80

Basic Guidelines for Executive Sessions

	Board With Chief Executive	Board Alone
Rationale	<ul style="list-style-type: none"> To maintain the confidentiality required by law and further the organization's interests To discuss highly sensitive business issues in private To foster a more constructive partnership between the board and the chief executive To build capacity for robust discussion 	<ul style="list-style-type: none"> To create a forum that is not unduly influenced by the presence of the chief executive To encourage more open communication among the board To discuss issues related to the way the board operates To address issues related to the chief executive To build capacity for robust discussion
Topics	<ul style="list-style-type: none"> Legal issues Major strategic and business issues Crisis management Roles, responsibilities, and expectations of the board and the chief executive 	<ul style="list-style-type: none"> Audit Chief executive performance Chief executive compensation Succession planning Legal issues involving the chief executive Board practices, behavior, and performance
Possible Invitees	<ul style="list-style-type: none"> Senior staff Professional advisers 	<ul style="list-style-type: none"> Professional advisers
Frequency	<ul style="list-style-type: none"> At the start or end of regular meetings As needed, e.g., litigation 	<ul style="list-style-type: none"> At the start or end of regular meetings As needed, e.g., for audit

From BoardSource, "Executive Sessions: How to Use Them Regularly and Wisely."