



MAC's Mission

The mission of the Minnesota Alliance on Crime (MAC) is to connect systems, service providers, and victim to advance the response for all victims of crime.

Core Values

1. We oppose the use of all forms of violence and affirm the basic human right of every person to live without fear or the threat of victimization throughout the course of one's life.
2. We seek a criminal justice system that is fair and accessible to crime victims, and where 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, victimization, 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 ongoing violence and victimization.
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 are dedicated to prevention efforts to confront and change cultural norms and practices that facilitate violence and victimization.
7. We promote and encourage the leadership of victims/survivors in guiding our advocacy, policy, and training efforts.
8. We affirm the power of collective and collaborative efforts to end violence and victimization.
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 for our members and allies to better meet the diverse and emerging needs of crime victims.
10. We commit to creating 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.



History of Minnesota Alliance on Crime

In the early 1990's, several crime victim service providers around the state began meeting informally for the purpose of providing support and to share knowledge and resources with each other. This group of dedicated individuals identified the need to organize their efforts. Out of this need, the Minnesota General Crime Victim Coalition was born and incorporated in 1993. MGCVC operated only with volunteer help until 1997 when a part-time Executive Director was hired.

In 2007, MGCVC changed its name to Minnesota Alliance on Crime (MAC). The organization is a statewide coalition of general crime victim service providers, one of the few such coalitions in the country. Today's membership includes members from all areas of victim services including the criminal justice system and community programs. Together, we strive for a unified voice for crime victims in Minnesota.

MAC's 65 member organizations provide services in 56 counties throughout the state, representing urban, suburban, rural, and tribal communities. Our members are prosecution-based (43), law enforcement-based (3); tribal-based (1), and community-based (11) organizations. MAC membership also includes 7 statewide nonprofit advocacy organizations, for example, the Minnesota Elder Justice Center, Standpoint and the Jacob Wetterling Resource Center. While some of MAC's members serve victims of specific types of crime, such as domestic violence and sexual assault, in general, the majority of MAC membership serve "general crime victims," which in Minnesota means all crime victims.

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

MAC has 2.5 FTE, including a full-time executive director, a full-time training and engagement coordinator, and a .5 FTE administrative coordinator.

MAC's role in Minnesota's victim serving community

The key to MAC's organizational effectiveness is its strong relationships with the other statewide victim coalitions, including the Minnesota Coalition for Battered Women and the Minnesota Coalition Against Sexual Assault, as well as the statewide prosecution and law enforcement associations; its constructive and valued relationship with the Minnesota Office of Justice Programs and the Minnesota Department of Corrections Victim Assistance and Restorative Justice Program; and its active participation in cross-disciplinary partnerships and collaborative efforts, including the following:

The Minnesota Domestic Violence Collaborative: As a result of a 2008 Grants to Encourage Arrest (GTEA) grant from the Department of Justice Office on Violence Against Women (OVW), Minnesota created a statewide Advisory Committee to create uniform guidelines and training materials for law enforcement and prosecutors on the topics of strangulation, stalking, and no contact order enforcement. This work was coordinated by the Minnesota Coalition for Battered Women's then-program manager, Bobbi Holtberg, who now leads MAC as its executive director. Under the GTEA grant, statewide and local partnerships were formed and strengthened to provide high quality, uniform information to professionals across the state on three areas that are critical in the identification and assessment of high risk domestic violence offenders – stalking, strangulation, and no contact order enforcement.

Members of the initial statewide GTEA Domestic Violence Advisory Committee included: The Minnesota Department of Public Safety Office of Justice Programs (OJP), the Minnesota Coalition for Battered Women (MCBW), the Minnesota County Attorney's Association (MCAA), the Minnesota Chiefs of Police Association (MCOPA), the Minnesota Sheriff's Association (MSA), and the Minnesota Police Officer's Standards and Training Board (POST).

Since the convening of the original GTEA Advisory Committee, the Minnesota Bureau of Criminal Apprehension (BCA), the Minnesota State Court Administrators, the Department of Corrections (DOC), the Minnesota Coalition Against Sexual Assault (MNCASA), the Minnesota Alliance on Crime (MAC), and the Minnesota Association Community Corrections Act Counties (MACCAC) have joined the collaborative work in following years. The statewide Advisory Committee also brought in the expertise of a tribal judicial representative who has been a critical bridge between the state agencies and tribal communities. These agencies formed a cohesive and strong partnership that resulted in high quality and well attended training on strangulation, stalking, and no contact order. Through continued funding from the Minnesota Office of Justice Programs, the work continued after the GTEA grants expired, and the group has continued as the Minnesota Collaborative on Domestic Violence, consistently meeting on a monthly basis. (Not sure about the funding –need to check.)

The Minnesota Victim Legal Services Project: In 2012, a Minnesota organization was awarded a Wraparound Victim Legal Assistance Network grant by the Office of Victims of Crime. MAC, along with many of the proposed partners on this grant application, was an active and engaged

member of the advisory committee on that grant. In 2016, the Minnesota Office of Justice Programs assumed the wraparound grant when the original grantee closed operations. The grant activity has resumed as has the role of the advisory committee.

The Crime Victims' Coalition Directors Committee: The executive directors of Minnesota's crime victim services coalitions—MAC, MCBW, the Minnesota Indian Women's Sexual Assault Coalition, MNCASA, and the Sacred Hoop Coalition—meet monthly to discuss emerging issues and best practices, and to collaboratively work to strengthen our statewide response to all victims of crime. Every other month, the director of grants from the Minnesota Office of Justice Programs (which distributes the state and federal funding to victim services in Minnesota), joins this meeting to discuss the emerging and persistent issues faced by grantees and the victims they serve, and strategize with the coalitions on how best to meeting the needs of victims and the programs that serve them. Coalition directors also frequently meet in an informal fashion to discuss new developments in policy and practice that affects their members programs and the victims they serve.

The Department of Public Safety Office of Justice Programs Training Committee: This committee of crime victim service providers and coalitions from around Minnesota works to advise OJP in its training activities, including the Annual OJP Conference on Crime and Victimization and the Minnesota Victim Assistance Academy, a five-day training held in the fall. The committee shares its expertise with OJP and ensures that OJP's training efforts are meeting the diverse needs of crime victim services programs.

Manifest our mission

A. **Strengthen relationships** in order to benefit victims, MAC members, and criminal justice systems.

B. **Increase the capacity and resources of MAC** to advance the response for victims of all crime.

C. **Strengthen MAC's organizational leadership** with the expectation that the Board of Directors will uphold best practices for governance and oversight.

Develop and increase membership

A. **Develop and diversify membership** in order to fully meet the needs of all crime victims in Minnesota.

B. Inform MAC's mission and work by **elevating diverse victim and survivor voices**.

C. **Engage members** to increase their knowledge, skills, expertise and resources.

Develop and sustain core programs

A. **Enhance the ability of members to connect** with each other and also to inform MAC's priorities.

B. **Provide high quality** trainings, technical assistance, and resources.

C. **Develop and inform legislative and public policy solutions** to advance the response for victims of all crime.

Engage stakeholders

A. Grow MAC's organizational capacity by **pursuing relationships with potential supporters**.

B. Create opportunities to **increase public awareness** of the unique needs of general crime victims/survivors.

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

FY21 Strategic Plan

MANIFEST OUR MISSION

- A. Coordinate programming with other stakeholders
- B. Expand MAC tech knowledge and capacity
- B. DOC Victim Notification
- B. Identify home office needs
- C. Each staff member identify and participate in program development.
- C. Connect with operations peers to review admin and financial procedures.
- C. Create alternate ways for staff connection

Staff Assigned

Julia
Julia
Amee
Amee
Bobbi
Amee
Bobbi

Key	
Bobbi	7
Danielle	6
Julia	7
Amee	6

DEVELOP AND INCREASE MEMBERSHIP

- A. Increase membership of programs currently funded to do general crime advocacy by 3.
- A. Bring culturally specific programs into membership and/or partner with them.
- A. All Metro county atty's office as members
- B. Identity opportunities to elevate victim voices (e.g. trainings. DOC panel)
- C. Strong, well-planned ONLINE annual meeting, member needs assessment, and annual report
- C. Reach out to members that aren't very active

Danielle
Danielle
Danielle
Amee
Danielle
Danielle

DEVELOP AND SUSTAIN CORE PROGRAMS

- A. Continue MemberConnect even after crisis
- A. Start offering debriefing to members
- B. Assess and deliver VOCA training grant to make more relevant
- B. Develop and inform legislative and public policy solutions to advance the response for all victims of crime.
- B. Develop MAC's staff training catalog and policies. Existing trainings and assets.
- B. Equip all member programs to use tech effectively in their work
- B. Expand resource repository
- C. Funding action plan

Julia
Julia
Julia
Bobbi
Julia
Julia
Danielle
Bobbi

ENGAGE STAKEHOLDERS

- A. Explore funding opportunities with corporations and law firms.
- A. Discover alternate ways to raise unrestricted funds
- A. Seek opportunities for match dollars
- B. Develop and implement a volunteer and internship program.
- C. Determine the purpose of involvement with allied stakeholders. Create intentional relationships and boundaries.

Bobbi
Bobbi
Amee
Amee
Bobbi



MAC Board Calendar as of 10/1/2020

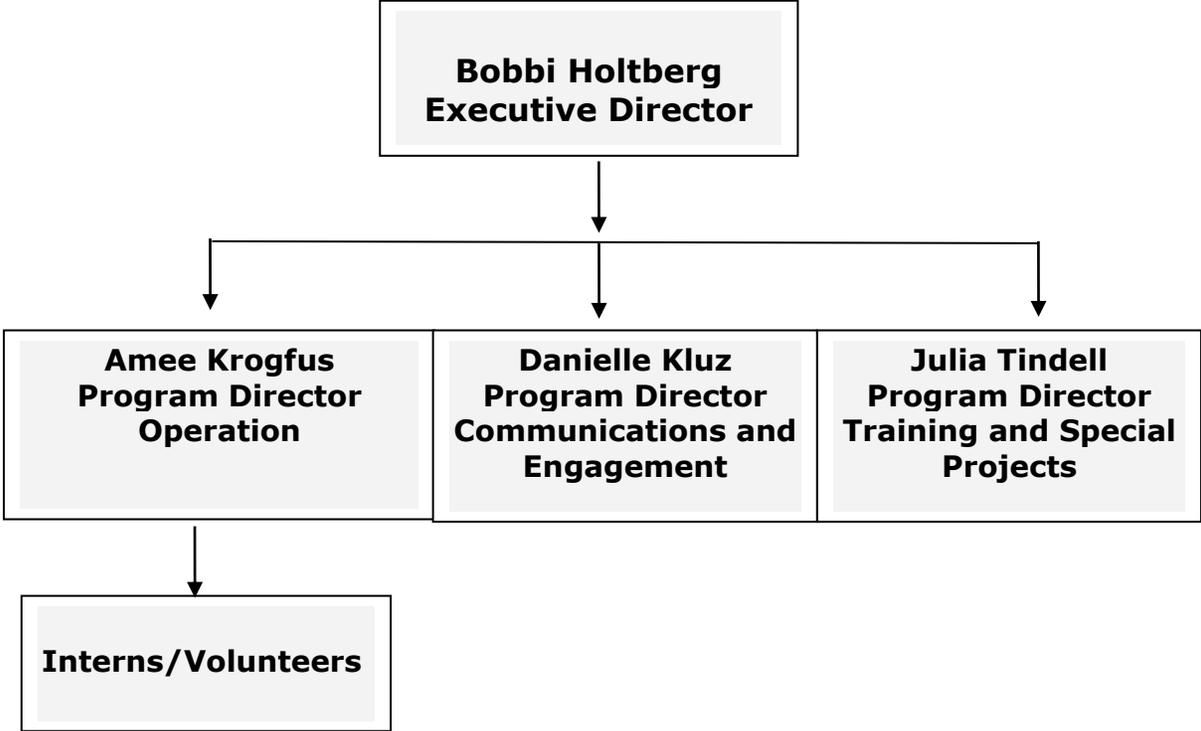
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
1. Meeting Schedule												
General board meeting		14th		9th		12th		14th		9th		10th
Executive Committee meeting												
Finance Committee meeting												
Public Policy Committee meeting												
Board Development Committee												
2. Strategy Formulation												
Staff Annual Strategic planning							X					
Approve/Review strategic plans								X				
Complete Quarterly Implementation Steps			X			X			X			X
Approve budgets									X			
3. Executive Director												
Assess performance (full year)				X								
Review succession planning				X								
5. Accountability												
Financial reports												
• Review quarterly financials	X			X			X			X		
• Review year end financials										X		
• Review 990												X
• 100% Board participation in GTMD		X										
Annual report												
• concept/drafts										X		
• approved											X	
6. Monitoring and Supervision												



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
ED review staff performance annually	X											
ED Review staff succession planning			X									
Review board conflict of interest reporting		X										
7. Policy Making and Review												
Review bylaws				X								
Review policy manual						X						
Review financial guidelines								X				
Review delegated financial authority								X				
Review Insurance policies										X		
8. Corporate Governance												
Review board performance, including board succession											X	
Review committee meeting schedule				X								
Review board composition						X						
Actively recruit new directors	X	X	X	X	X	X	X	X	X	X	X	X
• Approve slate of new directors											X	
Meetings without management												
9. Stakeholder Communication												
Annual meeting with members												X
ED Meet with coalition directors	X	X	X	X	X	X	X	X	X	X	X	X
Release electronic newsletter	X	X	X	X	X	X	X	X	X	X	X	X
Other key stakeholder events							X					



Minnesota Alliance on Crime





MAC Staff Contact

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Bobbi Ext 101

Danielle Ext 102

Julia Ext 103

Amee Ext 105

Bobbi Cell: 952-201-1570

Danielle Cell: 612-239-6343

Julia Cell: 952-217-7155

Amee Cell: 320-237-3461

Bookkeeper, Heidi Hachfeld: 507-330-0606

One West Water Street, Building Management

Jim Miller: jmiller@jmrealty.com

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Executive Director

This is a permanent full-time, exempt position.

Financial Management and Fundraising:

- Create and manage the annual budget in coordination with the Board of Directors.
- Report billing and grant management information in a timely and accurate manner.
- Maintain and expand an aggressive, broad-based, ongoing fundraising strategy to ensure adequate funding for current operations and future growth.
- Generate government and corporate grant proposals resulting in grant funding.
- Oversee annual fundraising drive and participate in Board fundraising initiatives.

Strategic Planning:

- Provide direction and leadership toward achievement of the MAC mission, vision, and strategic goals.
- Work with staff and Board to implement five-year strategic plan and annual work plan.

Member and Stakeholder Engagement:

- Collaborate with other state anti-violence coalitions to determine unmet needs and strengthen services for crime victims.
- Coordinate, participate in, and attend community outreach events.
- Cultivate strong working relationships with state agencies, provider groups, community groups, media, legislators, and other stakeholders.
- Participate in efforts to influence government funding priorities, legislation, and public policy.
- Serve as chief spokesperson for MAC, including public speaking and media opportunities.
- Work with staff and Board to coordinate and deliver Annual Membership Meeting.

Management and Personnel Supervision:

- Provide leadership and direction for staff members.
- Conduct staff performance reviews as necessary.
- Ensure fair and legal labor standards are practiced

Qualifications:

- Bachelor's degree.
- At least three years of previous experience nonprofit management, including financial and staff management.
- At least two years of previous experience working for an agency providing direct assistance to victims of crime.
- Extensive experience with grant writing and management.
- An understanding of general crime and how it affects victims.

- Extensive experience collaborating with victim service partners (law enforcement, prosecution, victim/witness advocates, community advocates, legal aid, judges, corrections, etc.).
- A thorough understanding of the criminal justice system in Minnesota and system-based and community resources available for victims of crime.
- A thorough understanding of the legislative process.
- Extensive experience working with underserved and marginalized communities.
- Extensive experience in training and public speaking.
- Proficiency in Microsoft Office programs.
- Enjoy working in a small office environment that is dog-friendly.
- Excellent interpersonal communication skills, including ability to work cooperatively with staff, Board of Directors, member programs, and other stakeholders.
- Capacity to lift 30 pounds and carry for short distances.
- Ability to effectively manage time and meet required deadlines.
- Capable of working collaboratively as well as independently.

Preferred Qualifications:

- Previous experience working for a nonprofit statewide or national coalition or network.
- Previous experience working to build the capacity and strategic development of a growing nonprofit organization.
- Previous experience with public policy development and/or lobbying.



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Program Director: Operations

This is an exempt, permanent, and full-time position.

General Office Duties

- Develop and maintain organizational processes/systems to optimize staff efficiency
- Order and maintain office supplies and equipment
- Develop and maintain paper and electronic information filing systems

Communication Duties

- Schedule and plan for general meetings
- Work with Program Director of Training and Special Projects to ensure all logistical details are arranged for trainings and special events
- Draft written communications as requested by the team
- Maintain and update membership database, track membership fees and renewals, ensure accurate contact information is recorded

Financial Duties

- Work with the Executive Director and contract bookkeeper to ensure monthly bills, invoices, and documents are sent and received by the bookkeeper in a timely manner
- Process missing receipt reports, mileage, and other expense requests from staff
- Process reimbursement requests from MAC member program who attend trainings and special events
- Make weekly bank deposits
- Review preliminary monthly financials completed by bookkeeper and provide needed input
- Complete and submit monthly Financial Spending Reports (FSRs) to the OJP E-grants system
- Update internal Excel budget spreadsheet for all grant accounts at the end of each month
- Work with the MAC Treasurer to prepare documents for Finance and Budget Committee meetings
- Ensure compliance with MAC financial guidelines
- Oversee solicitation of annual Silent Auction donations and corresponding thank you letters
- Process all credit card payments for membership dues
- Accurately report in-kind income and expenses

Volunteer/Intern Recruitment and Coordination

- Work with the Executive Director to develop and implement a plan for the recruitment of student interns and community volunteers
- Develop and maintain student intern and volunteer database to track availability and hours

Other Duties

- Support the work of the Executive Director and MAC staff as needed
- Collaborate with Board of Directors and Executive Director on strategic planning to advance the work of MAC
- Provide technical assistance as appropriate

Minimum Qualifications

- Bachelor's Degree and at least two years of experience in an administrative support position or at least four years of experience in an administrative support position
- At least two years of experience with general bookkeeping/financial management
- Proficient written and verbal communication skills
- Proficiency in Microsoft Office applications, especially Microsoft Excel
- Enjoy working in small office setting that is dog-friendly
- Excellent interpersonal skills and ability to work collaboratively with others
- Self-motivated
- Capacity to lift 30 pounds and carry for short distances
- Must have valid MN driver's license and insured reliable transportation

Preferred Qualifications

- Experience with non-profit financial management
- An understanding of general crime and how it affects victims
- Experience working with underserved and marginalized communities
- Previous experience working in a nonprofit organization
- Volunteer recruitment and supervision experience
- An understanding of the criminal justice system in Minnesota and system-based and community-based resources available for victims of crime
- Experience with financial management software such as Aplos



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Program Director: Training and Special Projects

This is a permanent full-time, exempt position.

Training:

- Coordinate and deliver Fundamentals in Victim Services training at least twice per fiscal year
- Coordinate and deliver annual Capacity Building Training
- Coordinate member book club
- Coordinate and deliver monthly training webinars
- Coordinate and deliver MemberConnect
- Develop and coordinate other training opportunities as indicated by MAC's strategic plan and VOCA training grant
- Coordinate and deliver regional networking meetings with MAC members
- Work with Program Director of Communications and Engagement to create marketing materials and registration for training and special events
- Deliver trainings for other organizations as approved by the Executive Director
- Serve on Office of Justice Programs committees for the Conference on Crime and Victimization and the Minnesota Victim Assistance Academy
- Ensure that training evaluations and statistics are accurately reported for grant reporting

Special Projects:

- Coordinate all ad hoc OVC funded projects; which currently include:
 - Identity Theft Resource Center
 - Research Triangle Institute
- Maintain proper record keeping of activities completed and hours to be billed each month
- Complete all grant reports as outlined in the sub-grantee contract
- Synthesize requests and feedback from MAC members and stakeholders to determine need and capacity to launch a special project
- Collaborate with allied stakeholders and funders to advance the work of general crime advocacy

Other Duties:

- Support the work of the Executive Director to build the capacity and sustainability of MAC through grant writing, editing, and reporting
- Provide technical assistance as appropriate
- Collaborate with Board of Directors and Executive Director on strategic planning to advance the work of MAC
- Other duties as assigned by the Executive Director

Minimum Qualifications:

- Bachelor's Degree
- At least three years of previous experience in non-profit program management
- At least one year of previous experience working for an agency providing direct assistance to victims of crime
- An understanding of general crime and how it affects victims
- Experience working with underserved and marginalized communities
- Excellent writing and editing skills
- Extensive experience in training and public speaking
- Excellent interpersonal communication skills
- Proficiency in Microsoft Office Programs, e-mail marketing/communications, online surveys, listserv management, and social networking
- Enjoy working in small office setting that's dog friendly
- Capacity to lift 30 pounds and carry for short distances
- Self-motivated

Preferred Qualifications:

- Master's Degree
- Previous experience working for and/or coordinating a nonprofit statewide coalition or network
- Previous experience collaborating with victim service partners (law enforcement, prosecution, victim/witness advocates, community advocates, legal aid, judges, corrections, etc.)
- Previous experience working to build the capacity and strategic development of a rowing nonprofit organization
- A thorough understanding of the criminal justice system in Minnesota and system-based and community resources available for victims of crime



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Program Director: Communications and Engagement

This is a permanent full-time, exempt position.

Communications:

- Develop communication plan and standards/templates to be used by all MAC staff
- Create and publish monthly digital newsletter
- Maintain and expand the MAC web site to provide resources and information to members, stakeholders, and the public
- Design all published materials including brochures, annual reports, and outreach materials
- Manage social media engagement to increase public awareness of MAC and the needs of general crime victims.
- Work with Program Director of Training and Special Projects to create marketing materials and registration for trainings and special events
- Create communications strategies, position papers, and talking points for organization's public policy/legislative agenda
- Respond to requests from media and develop media materials such as press releases as directed by the Executive Director
- Maintain/update all of MAC's list serves and Constant Contact information

Engagement of Membership and Stakeholders:

- Develop membership and stakeholder engagement plan
- Recruit and retain MAC members, including development of annual membership renewal application
- Survey MAC membership annually to ensure that MAC is meeting their needs
- Utilize MAC listservs to facilitate discussion among members/stakeholders and to distribute news and information
- Work with Executive Director to increase the engagement of members throughout Minnesota
- Work with Executive Director to improve outreach to local and national media through press conferences, opinion pieces, interviews, press releases
- Collaborate with allied stakeholders and funders to advance the work of general crime advocacy
- Maintain current information for all of MAC's member programs

Other Duties:

- Support the work of the Executive Director to build the capacity and sustainability of MAC through grant writing, editing, and reporting
- Provide technical assistance as appropriate

- Collaborate with Board of Directors and Executive Director on strategic planning to advance the work of MAC
- Other duties as assigned by the Executive Director

Minimum Qualifications:

- Bachelor's degree
- At least five years of previous experience coordinating communications and engagement and/or training and technical assistance for a nonprofit agency
- At least one year of previous experience working for an agency providing direct assistance to victims of crime
- An understanding of general crime and how it affects victims
- Experience working with underserved and marginalized communities
- Excellent writing and editing skills
- Extensive experience in training and public speaking
- Proficiency in Microsoft Office programs, web design, listserv management, email marketing/communications, desktop publishing, online surveys, and social networking
- Enjoy working in a small office environment that is dog-friendly
- Excellent interpersonal communication skills
- Capacity to lift 30 pounds and carry for short distances
- Self-motivated

Preferred Qualifications:

- Previous experience working for a nonprofit statewide coalition or network
- Previous experience collaborating with victim service partners (law enforcement, prosecution, victim/witness advocates, community advocates, legal aid, judges, corrections, etc.)
- Previous experience working to build the capacity and strategic development of a growing nonprofit organization
- A thorough understanding of the criminal justice system in Minnesota and system-based and community resources available for victims of crime
- Graphic design skills