

STRATEGIC PLAN

FY22-25



Relationship Safety Alliance

Serving Mid-Minnesota Since 1978



Prepared by:

Fair Winds
CONSULTING

WWW.FAIRWINDSMN.COM

A Note from Fair Winds Consulting

This Strategic Plan, developed exclusively for the Relationship Safety Alliance, formerly known as Mid-Minnesota Women's Center, aims to:

- Be your compass as you grow your organization;
- Communicate your organization's goals, strategies, and programs;
- Align staff, stakeholders, and partners around strategic goals and priorities;
- Engage and motivate internal and external audiences around your exciting mission;
- Create efficiencies, increase opportunities for deeper impact, and engage highly effective teams with clear roles and responsibilities that reflect their core competencies; and,
- Serve as a guide for the organization to embrace a cohesive vision for the future.

Thoughtful, strategic action is vital to the success of your organization in advancing it's mission and making solid, defensible financial and organizational decisions. Action should be based on data, intuition, experience, and healthy trial and error.

Change is constant. If you don't anticipate and plan for it, it will be difficult and, in some instances, impossible, to adapt and thrive. Today's world is highly networked, digitally revolutionized, and rapidly evolving. It is important to take a close look at where you are before planning where you're headed.

As we conclude this process, we are proud of the work you've done and your exciting vision for the future. We believe you have the necessary resources to successfully execute and accomplish the goals you've set forth in this plan. In the Appendices, additional tools have been provided to use as you take action.

Thank you for the opportunity to support this important work.

The Fair Winds Consulting Team

*"Every moment is an organizing opportunity, every person a potential activist, every minute a chance to change the world."
- Dolores Huerta*

Now go change the world!

Introduction

Since our founding in 1978, Relationship Safety Alliance, formerly Mid-Minnesota Women's Center, has experienced tremendous growth. We have become a trusted partner of and leader to many agencies by working with survivors and children.

Our journey started with Louise Seliski's vision to create the kind of organization that offers safety from domestic violence and promotes equality and rights of women. Drawing from little more than her dedication and passion, Mid-Minnesota Women's Center, Inc. was born forty-three years ago. Those characteristics served her well again when she and Angie Plantenberg opened a place for court-ordered, supervised visitation and safe exchanges in 2000.

Today, we are bigger and better - our RSA family consists of highly trained and talented individuals and a growing community partner portfolio of which we are certainly proud. Building on our partnerships and with our approach of providing the best victim-centered and trauma-informed services possible, we support our clients as they transform their lives.

We have now taken the opportunity to evolve our brand to better communicate the breadth of expertise that RSA truly represents. This strategic plan embodies our hopes and dreams for the future and outlines realistic, tangible goals to help us get closer to our vision.

This marks a significant milestone in our journey, providing an opportunity to reflect on everything that the original MMWC brand stood for and everything that we aspire to become. As we move forward with this plan, we will continue our growth and campaign for Relationship Safety Alliance to be the best nonprofit organization in the region...and beyond!

It is with deep gratitude that I thank our board, staff, and volunteers for getting us to this place. I am so proud of the work that has been done and excited for where we are headed next. Thank you!

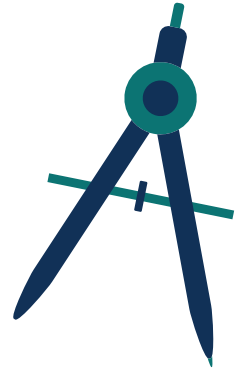
Shannon Wussow
Executive Director

Our Compass

- **Wayfinding: Our Methodology**4
- **Where We've Been: Our History & Identity**.....5, 6
- **Where We Are Now: Environmental Scan**.....7
- **Where We're Going: Organizational Identity**.....8
- **How We'll Get There: Strategic Goals**.....9
 - Organizational Health.....10
 - Effective Board.....11
 - Fund Development11
 - Sustainable Outreach.....12
- **Wayfinding: Navigating Change**.....13
- **How We'll Know We've Arrived: Measuring & Communicating Success**.....14
 - Outcomes.....14
 - Project Management Tool.....14
- **Closing**.....15
- **Appendices**
 - **Appendix A: List of board and staff**
 - **Appendix B: Organizational Chart**
 - **Appendix C: FY 2022 Budget**
 - **Appendix D: Action Items**
 - **Appendix E: Performance Measurement Tool**
 - **Appendix F: Board Management Policy Worksheet**
 - **Appendix G: Finance Committee Description**
 - **Appendix H: Development Committee Description**

Wayfinding: Our Methodology

Kicked off in October 2020, the year-long process to create this plan and associated elements began with the following stated goals:



Purpose of Strategic Plan & Board Development Sessions:

- Update Mission Statement
- Update Vision Statement
- Update "Who We Serve" description
- Create "big picture" strategic goals for next four years
- Develop stronger relationships between board members
- Establish shared language and understanding of board roles, responsibilities, and committee structure
- Cultivate a sense of ownership with organizational goals, specifically those related to fundraising

The board recognized that the organization's current name, mission, vision, and language used was not all-encompassing and representative of the people it served and was a barrier for engaging with individuals that might need their services.

The following activities were conducted to better engage the communities served now and in the future:

- A diverse group of board, staff, community members, and volunteers participated in Region Five Development Commission Welcoming Communities Advocacy Group to increase the organization's cultural competency; engage volunteers with an objective view to support an explorative process of reviewing the organization's culture, procedures, and marketing; and develop new practices to be a more welcoming organization.
- Multiple internal surveys of board and staff were conducted to gain input, feedback, and buy-in regarding:
 - SWOT Analysis
 - Priorities
 - Name
 - Mission, Vision, and Values
- External focus groups were conducted to gain input and feedback regarding:
 - Community perception of the organization
 - Name options
 - Updated Mission & Vision
- A committee of staff, board, and volunteers convened to review and make recommendations on rebranding.

Our History

Since 1978, the Relationship Safety Alliance has provided services and a safe haven to women and children experiencing domestic violence.



Founded in 1978 by Louise Seliski with the support of a grant through the Minnesota Department of Corrections, the Mid-Minnesota Women's Center became the fifth battered women's shelter in the state to open. Seliski served as the Executive Director until 2011 when she retired.

Originally a large, old home at 13th and Oak streets in southeast Brainerd, the shelter accepted its first family in August of 1978. The original shelter was intended to house six women and children, though was often over-capacity. In 1995, the existing shelter was built in southeast Brainerd which houses approximately 20 people at a time. The shelter operates 24 hours a day, seven days a week, 365 days a year and serves about 120 people annually.

Built so it can be divided into two sections, the shelter was able to expand beyond serving just women and their children to serving all people that suffer relationship abuse and need a place for safety. When the shelter is full, temporary housing in local hotels is provided through the use of special grant funds. Early on in our history, our Founder recognized that pets are often also abused and bringing them with to the shelter provided meaningful comfort. This organization is unique in that we welcome family pets and embrace the many benefits of their presence within the shelter.

When 5-year-old Alex and 4-year-old Brandon Frank, who lived with their mother in Brainerd, were murdered by their father in July of 1996, their deaths devastated our staff and the community. Through the generosity of so many, about \$450,000 was raised to build the Alex and Brandon Child Safety Center which serves as a place for court-ordered, supervised visitations and safe exchanges of children between custodial and non-custodial parents. The child safety center opened in Brainerd in 2000 and typically facilitates about 1,200 supervised child visits per year.

Honoring our past while embracing a vision for the future.

A New Identity

Creating a more welcoming and inclusive organization takes commitment from board, staff, volunteers, and key partners.



Recognizing that our client demographic has changed since our founding and now includes men, older adults experiencing relationship abuse from younger generations, and individuals that may not identify with traditional terms, we set out on a journey to expand our cultural competency. In the summer of 2020, board members, staff representatives, and community volunteers formed the Mid-Minnesota Women's Center Welcoming Communities Advocacy Group (WCAG) led by Dawn Espe from Region Five Development Commission.

Over the next year this group explored their own cultural agility, made commitments for personal growth, evaluated the identity and systems that may be a barrier to inclusion, and developed a plan to become a more welcoming, equitable space for all people who experience relationship abuse.

A Brand Evolution

- The Women's Center logo was gender specific.
- Two logos created confusion about the relationship between the two buildings.
- Neither logo spoke to *all* of the people served by the organization.



- "Alliance" encompasses the formal and informal collaboration of multiple service partners in our region to combat relationship abuse.
- "Alliance" speaks to the partnership between our organization and the clients we are working with: we are in this together.
- "Alliance" encourages the community, donors, and volunteers to feel included in the solution.
- "Alliance" builds on opportunities outside of the two physical spaces and allows room for future growth of our organization.
- Tone is inclusive, empowering, and future-focused.

Environmental Scan

The SWOT framework is a practical tool to evaluate and organize prominent information to create a comprehensive and visual picture of the health of the organization. This information was gathered through internal surveys and external focus groups.



INTERNAL & PRESENT

STRENGTHS

- Long history of serving women and children
- Solid reputation in the community
- Strong and capable Executive Director
- Passionate and dedicated staff
- Growing and active board
- Only shelter in 5 county area
- Relationships with partners
- Variety of financial and in-kind supporters
- Experience and knowledge of staff

WEAKNESSES

- Heavily reliant on grants
- Wages for employees too low
- Limited space for increased demand
- Crisis focus can make it hard to plan long term
- Assumption/perception that it is for women only
- Limited awareness of all services offered

EXTERNAL & FUTURE

OPPORTUNITIES

- Expansion to an apartment-style shelter
- Earned income, like a thrift store
- Tele-advocacy
- Regional partnership, initiative, and/or programs

THREATS

- Poor working relationships with some other local victim service organizations
- Broken justice system
- Competitive nature of grant funding
- Lack of understanding in the community of the scope and impact of relationship abuse

OUR MISSION

To save lives by supporting the journey to wellbeing and empowerment of all people exposed to relationship abuse.



OUR VISION

The collective voices of survivors and advocates will transform our community to one where healthy relationships thrive, abuse is not tolerated, and individuals have the resources to succeed.

OUR VALUES

Survivor-Centered | We support survivors in developing and achieving their personal goals based on individual needs, strengths and values.

Trust | We operate with honesty, integrity, safety and confidentiality. We can count on each other and those we serve can count on us.

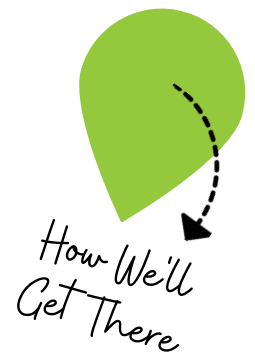
Respectful Inclusion | We care about and value all groups and perspectives. We actively listen, seek to understand others, and practice compassion without judgment.

Excellence & Service Hearted | We are committed to the highest standards, quality of care and accountability in all aspects of our mission. Our work is fundamentally guided by service to our community.

Collaboration | We believe partnerships, teamwork and community advocacy are critical to the quality of our work and necessary for achieving positive social change and outcomes.

Strategic Priorities

These four categories represent organizational priorities for fiscal years 2022 through 2025.



A THRIVING, WELCOMING ORGANIZATION THAT MEETS OUR COMMUNITY'S NEEDS NOW AND INTO THE FUTURE.

Goal 1: A long-term comprehensive facilities plan will be developed by September 30, 2025.

Goal 2: A process for evaluating program and organizational effectiveness will be created by December 31, 2022.

Goal 3: By October 1, 2022, the organization has fully integrated its new brand that reflects the population served, goals of the organization, and work we do.

Goal 4: A plan to create, implement, and evaluate an inclusive and supportive organizational culture will be developed and in place by January 1, 2023.

AN EFFECTIVE BOARD WELL-EQUIPPED TO LEAD OUR ORGANIZATION.

Goal 1: Board members are engaged, demonstrate an understanding of fund development and strategic planning activities, and are equipped to carry out their fiduciary duties.

Goal 2: Annual Executive Director reviews, led by board chair, continue with full board input on performance and goals.

A SECURE AND HEALTHY FINANCIAL FOOTING POSITIONS US FOR FUTURE GROWTH.

Goal 1: Donor retention rates increase by at least 80% over four years.

Goal 2: Funds raised from individuals annually increase by 20% each year starting in 2022.

Goal 3: One additional grant is secured each year to support program expansion and/or increasing operational expenses.

A SUPPORTIVE, WELL-INFORMED COMMUNITY READY TO VOLUNTEER AND ADVOCATE FOR CHANGE.

Goal 1: A board member is invited to speak at two events annually.

Goal 2: The number of volunteers serving the organization increases by at least 15% by the end of the phase.

Goal 3: Increased awareness of our work with local representatives.

A thriving, welcoming organization that meets our community's needs now and into the future.



Goal 1: A long-term comprehensive facilities plan will be developed by September 30, 2025. Key activities include:

- Length of plan is determined.
- Structure of committee is determined and committee is recruited to create a workplan to accomplish goal by established date.
- Committee evaluates existing facilities, gathers input, conducts other necessary research, and forms recommendations.
- Same or modified committee creates full facilities plan and works with finance committee to develop a budget.
- Plan is presented to board for approval or changes.
- Final plan is implemented and celebrated.

Goal 2: A process for evaluating program and organizational effectiveness is created by December 31, 2022. Key activities include:

- Board defines activities they will lead versus staff.
- Research is conducted to determine best practices.
- Evaluation model with associated tools is created, staff are trained, and evaluation processes are implemented.

Goal 3: By October 1, 2022, the organization has fully integrated its new brand that reflects the population served, goals of the organization, and work we do. Key activities include:

- Rebranding committee expands to include key staff and hired contractors.
- Building on work done in 2021, a full marketing/communications package is completed and implemented.

Goal 4: A plan to create, implement, and evaluate an inclusive and supportive organizational culture will be developed and in place by January 1, 2023. Key activities include:

- Our ideal organizational culture is defined by end of 2022.
- Board defines activities they will lead versus staff.
- Research is conducted to determine trends and best practices.
- Personnel committee evaluates information and presents recommendations.
- A plan is created, approved, and implemented.

An effective board well-equipped to lead our organization.



Goal 1: Board members are engaged, demonstrate an understanding of fund development and strategic planning activities, and are equipped to carry out their fiduciary duties. Key activities include:

- Position descriptions for all board committees are completed and approved.
- Board development is included in Governance responsibilities, or a new committee is formed.
 - Board development needs are assessed.
 - Board training calendar created and implemented.
 - Tracking of board development activities and feedback is in place.
- Every board member attends at least one public event annually.

Goal 2: Annual Executive Director reviews, led by board chair, continue with full board input on performance and goals. Key activities include:

- A procedure with timeline and process is created to ensure consistency from year to year.

A secure and healthy financial footing positions us for future growth.

Goal 1: Donor retention rates increase by at least 80% over four years. Key activities include:

- Donor stewardship matrix/process is created and implemented.
- Board members actively participate in stewardship of existing donors.

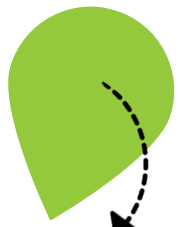
Goal 2: Funds raised from individuals annually increase by 20% each year starting in 2022. Key activities include:

- Re-establish annual gala event when appropriate.
- Host a board fundraiser/event.
- Recruit sustaining donors.
- \$100,000 raised from individuals in FY22.

Goal 3: One additional grant is secured each year to support program expansion and/or increasing operational expenses. Key activities include:

- Grant research is conducted to identify opportunities and develop a strategy for leveraging additional grant support.
- Grant development strategies are executed including relationship development/management with funders and partners.

A supportive, well-informed community ready to volunteer and advocate for change.



How We'll Get There

Goal 1: A board member is invited to speak at two events annually.

Key activities include:

- An outreach plan is developed and implemented to ensure:
 - Partners across the region are aware of organization's willingness to speak at events;
 - Partners understand the critical importance and impact of services the organization provides to the community; and
 - Partners are encouraged and compelled to engage with the organization through volunteer or financial support or in other ways most meaningful to them.
- Board members are provided coaching and tools to support public speaking engagements.
- Communications are developed and sent to prospective partners.

Goal 2: The number of volunteers serving organization increases by at least 15% by the end of the phase. Key activities include:

- A volunteer stewardship program is developed and implemented.
- Board actively participates in volunteer stewardship and development, as appropriate.

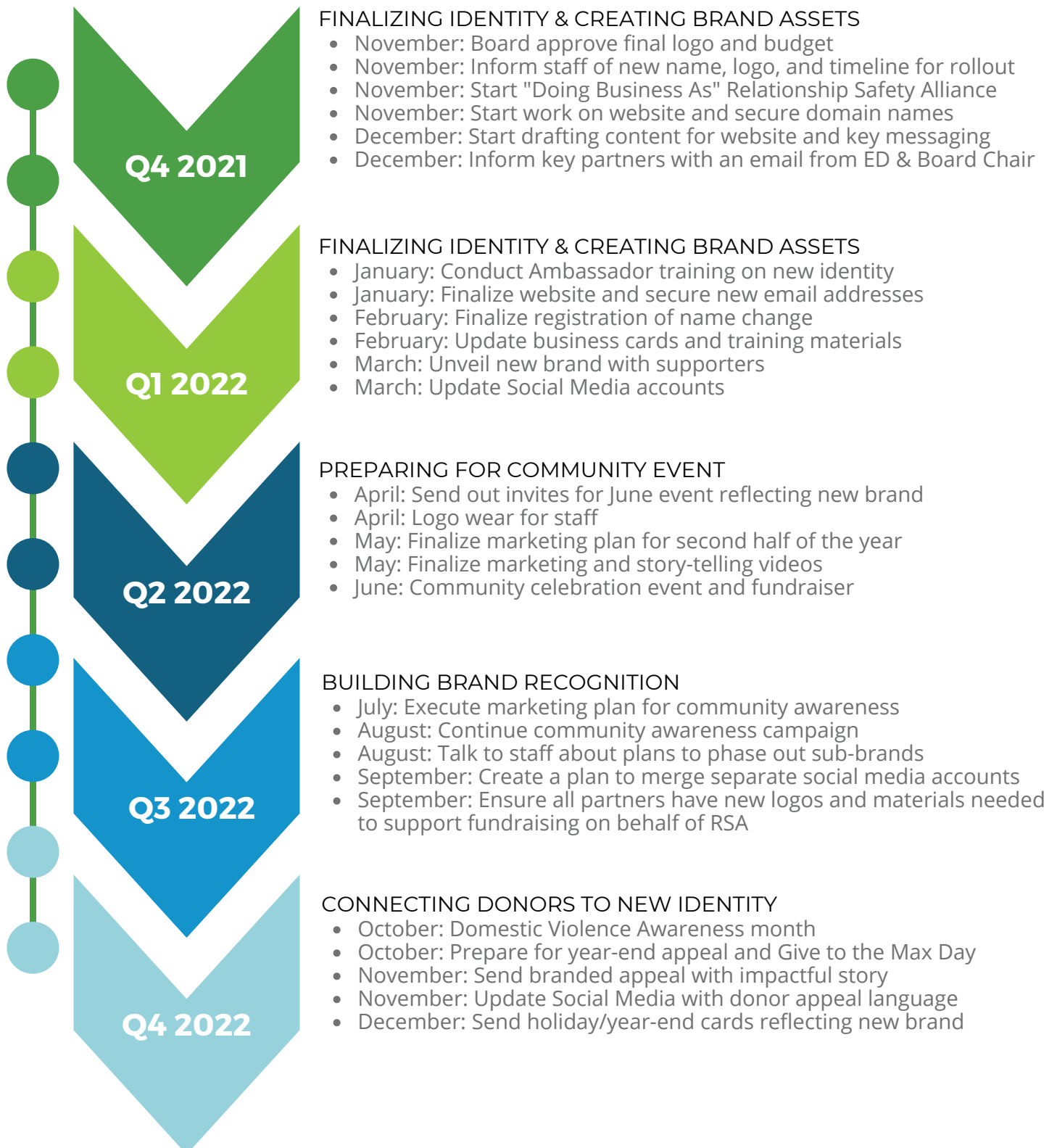
Goal 3: Increased awareness of our work with local representatives. Key activities include:

- Annually, at least 25 emails, cards, or other contacts are made with local and statewide legislature in support of our programs from board or community members.

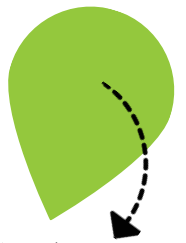


Navigating Change

Change is inevitable and often necessary for growth. Over the course of this plan, an important change we will need to navigate is the organization's new identity and brand. Below is a timeline and key activities to consider.



Measuring Success & Making Course Corrections



*How We'll
Know We've
Arrived*

We'll know we have arrived when the following outcomes are achieved:

- Our organization has at least six months of operating reserves, diversified funding mechanisms, and regular, unrestricted gifts that allow us to invest in growth opportunities.
- Our staff turnover rate has decreased by 50%; staff satisfaction and engagement rates have increased over the four-year period.
- We have well-established and respected domestic abuse transformation program (DATP) and tele-advocacy programs.
- Evaluation practices are being used and effectively shape our programs, services, employee programs, and outreach efforts.
- We have a culture of inclusiveness: all individuals regardless of race, ability, gender, income level, education, or any other protected status feel welcome as clients, staff, volunteers, and partners.
- All board members are trained and feel comfortable serving as ambassadors and advocates for the organization.
- Our website and materials reflect who we are and are inviting, easy to access and understand, and are appealing to clients, volunteers, supporters, and donors.
- Improvements and expansions are planned and systematic with corresponding budgets to support those efforts.

Long-range indicators of success:

- A social enterprise provides unrestricted income that allows programming to be nimble and growth-oriented.
- We have a reputation as a model shelter and parenting center in Minnesota.
- State legislature prioritizes and supports funding to anti-violence programs.

Assessing an organization's performance against desired outcomes allows them to determine if they are achieving the intended results.

There are multiple goals and corresponding activities in this plan around identifying a baseline and evaluation process. This is important because what gets measured is usually what gets the most focus. Choosing measurements that directly tie to the goals and outcomes outlined will ensure precious resources (time, talent, and money) are maximized to lead to the greatest success.

While determining performance measures was not an objective of this process, the resource in Appendix E will provide guidance in developing these important key performance indicators (KPIs). And remember, course corrections are almost always necessary at some point and an organization should expect to adjust goals or tactics along your journey.

Conclusion

Final thoughts on this process and our future.

Creating a new identity for an organization that is well-established is no easy feat. The commitment from the board, staff and volunteers in creating a more welcoming and equitable space has been truly admirable. The work this organization does is incredibly important and the staff and volunteers that make it possible are true heroes. Because of the work they do, lives are literally saved.

This last 18 months has been one of the hardest periods of time in our organization's history as the world struggled with a global pandemic. We dealt with seemingly unending quarantines, shortages of supplies, political unrest, protests, cancellation of fundraisers and endless Zoom meetings. Our staff, board, volunteers, community partners and donors rose to the challenge. Their resiliency and unwillingness to quit was the only thing that got us through.

Many times during this planning process we had to pivot, adjust deadlines and work virtually when we had planned in person interactions. It was not the easiest, fastest or direct way to do the work we did. But we learned a lot about our community, our team and we took the time (mostly because we were forced to) to get this right. We now have a new name, a beautiful and professional logo and the foundation to create the most welcoming environment for any person experiencing abuse.

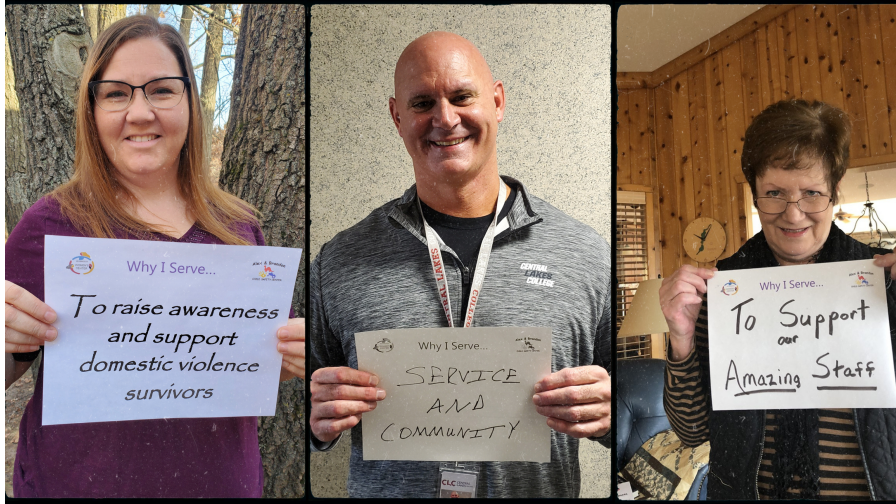
As we take this plan and look to the future, it is true we have a few items left to do. But this is one of the most comprehensive plans our organization has had, and as a board member, I am excited about our future. Our strengths outweigh our weaknesses and with this dedicated team, how can we go wrong?

Thank you to every one of you that put time, effort and consideration to the various pieces of this process. The plan truly reflects our shared vision and provides us with the compass we've needed to find our true north!

Kristi Ackley
Board Member & Strategic Planning Chair



Board & Staff



Our Board

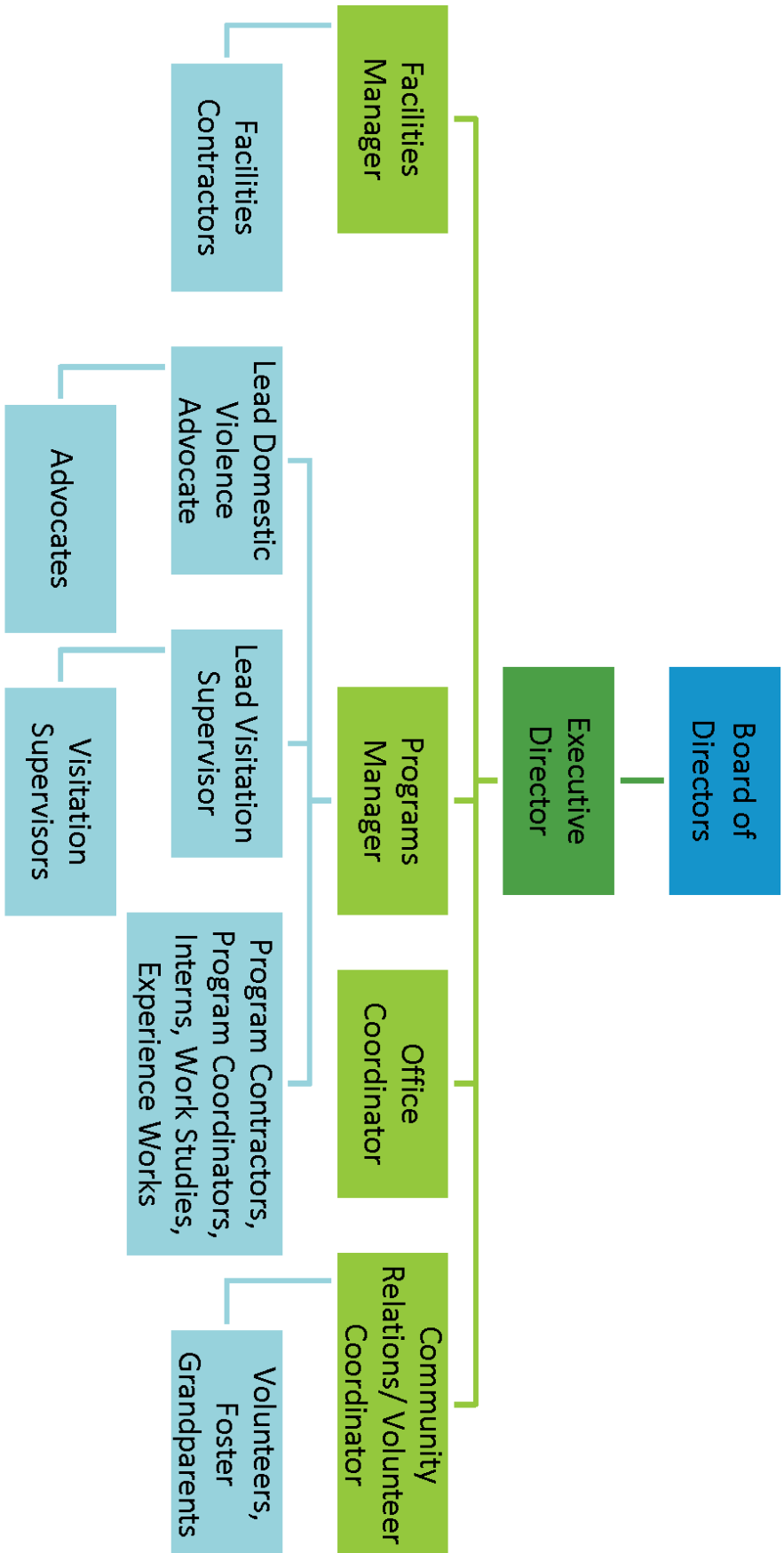
Mike Kuck - Chair
John Ingleman - Vice Chair
Jim Grant - Treasurer
Alicia Kapus - Secretary
Kristi Ackley
Jeff Birks
Betsy Egan
Michelle Francis
Heather Kelm
Troy Schreifels
Amanda Schwarzkopf
Verna Thompson

Our Staff

Shannon Wussow - Executive Director
Vicki Flor-Behrens - Programs Manager
Faith Rono - Office Coordinator
Lenora Zino - Community Relations/Volunteer Coordinator
Mary Savage - Facilities Manager
Karen Wussow - Region 5 Group Coordinator
Skylar Starry - Lead Visitation Supervisor
Terri Patron - Lead Domestic Violence Advocate
Jeanne Anderson - Visitation Supervisor
Debbie Baker - Domestic Violence Advocate
Dawn Barnett - Domestic Violence Advocate
Jessica Berg - Domestic Violence Advocate
Lorelee Beto - Domestic Violence Advocate
Emily Carlson - Domestic Violence Advocate
Stephanie Charles - Visitation Supervisor
Jessica Dingman - Visitation Supervisor
Cristina Fluegge - Domestic Violence Advocate
Kimberly Gregoire - Visitation Supervisor
Emily Imgrund - Domestic Violence Advocate
Dorene Nelson - Visitation Supervisor
Kerri Roth - Domestic Violence Advocate
Lisa Rudrud - Visitation Supervisor
Megan Smith - Visitation Supervisor
Deanna Vanvickle - Domestic Violence Advocate
Jessica Waage - Domestic Violence Advocate
Cynthia Westberg - Criminal Justice Intervention (CJI) Advocate



Organizational Chart



FY2022 Preliminary Budget

RELATIONSHIP SAFETY ALLIANCE PROJECTED BUDGET

October 1, 2021 - September 30, 2022

Income	Center Code	Budget	
OJP VOCA Grant	7615	\$	760,000.00
OJP Technology Upgrade Grant	8000	\$	-
OJP FMR Grant		\$	-
Shelter Fees	5504	\$	400.00
Interest	5540	\$	500.00
Foundations	5585	\$	3,000.00
Reimbursements	5560	\$	8,000.00
Shelter Donations	5550, 5570	\$	295,100.00
Court Fines	5535	\$	40,000.00
Shelter Other	5587, 55	\$	9,000.00
CSC Donations	9515, 9587	\$	37,500.00
CSC Fees	9405	\$	50,000.00
Total Income		\$	1,203,500.00
Revenue			
Salaries	711	\$	750,000.00
Benefits	712	\$	160,000.00
Employee & Volunteer Welfare	713	\$	10,000.00
Contracted Services	714	\$	30,000.00
Travel & Meetings	715	\$	10,000.00
Training	716	\$	5,500.00
Building & Grounds	721	\$	60,000.00
Furniture & Equipment	723	\$	15,000.00
Household Supplies	724	\$	4,000.00
Renovation	725	\$	5,000.00
Repair/Maintenance Equipment	727	\$	5,000.00
Utilities	728	\$	25,000.00
Child Care Program	731	\$	500.00
Food	732	\$	10,000.00
Personal Needs/Clothing	733	\$	8,000.00
Advertising	741	\$	1,000.00
Dues & Subscriptions	742	\$	6,500.00
Printing	743	\$	10,000.00
Mailing	744	\$	5,500.00
Office Supplies	745	\$	5,000.00
Telephone	746	\$	14,000.00
Insurance	747	\$	16,500.00
Special Projects	751	\$	15,000.00
Speaker's Bureau	752	\$	-
Workshops	753	\$	1,000.00
Contingency	754	\$	1,000.00
Miscellaneous	761	\$	30,000.00
Total Expenses		\$	1,203,500.00
Net Income		\$	-



Action Items

This plan outlines big picture goals and related activities to accomplish those goals over the next four years. There are a few immediate action items that need to be completed to set the board up for success in meeting these goals. They are as follows:

1. Create a Board Management Policy to guide the board in key process areas such as decision making, recruitment and orientation of new board members, Executive Committee term limits, shared understanding of roles and responsibilities, Executive Director review process, and an annual calendar of activities.
2. Create an annual action/work plan with responsible parties identified for ensuring that target dates are met. Below is an example format for creating this plan.
3. Create a multi-year budget that reflects the goals and related expenses outlined in this strategic plan.

Sample Action Plan Format

Action Item	Deadline	Resources Needed	Responsible Party	Update
Create a donor welcome packet	January 15	Letter content, marketing support	Cal Money	With designer for branding
Recruit facilities committee	January 31	Information packet, application, info on website	Irma Palazzo	Website being updated

When creating a detailed action plan, it is often most effective to:

- Identify board committees that have overall responsibility for strategic goals.
- Assign respective committees with creating a detailed action plan for their goal areas.
- Set a date for the full board to review, provide feedback and approve action plans from the committees.
- Ensure the budget reflects the resources needed to complete each goal area.
- Recruit board and committee members that have skillsets and passion for your strategic goals and can help you accomplish them.



Performance Measurement & Evaluation

Measuring progress in key performance areas provides a powerful feedback loop to understand the effectiveness of strategies, identify emerging gaps, and communicate progress.

An instrumental best practice in addressing what's working well and what needs improvement, evaluation looks for the *story*, whereas performance measurement looks for *signals* along the way.

Key Performance Indicators (KPIs) measure outputs and tell us *how much* has changed as a result of our efforts. Evaluation measures the quality and impact of outcomes and tell us *what* has changed as a result of our efforts. Both are useful in understanding, verifying, improving, and increasing impact.

Performance measurement and evaluation strategies should be assessed, retooled, or developed to ensure programs, services, and key initiatives are meeting their intended outcomes.

When creating or retooling performance measures, consider the following:

- Are our performance measurement and evaluation practices useful, feasible, ethical, and accurate?
- What information are we required to track?
- What other information is needed to demonstrate our impact, make decisions, etc.?
- Can the information be reasonably collected?
- Do we have existing resources (people, systems, processes, etc.) to collect the information or do we need to develop/create them?



Sharing Your Story

Both qualitative and quantitative data play an important role in communicating with and demonstrating to stakeholders, donors, and the community that your work is making a meaningful difference. Your story is the most powerful marketing tool you have. Share it through Annual Reports, at events, with videos, and during interviews with local media.



Board Management Policy Worksheet

This worksheet will help you create a policy that outlines how the board operates. This policy is meant to go beyond what is required for nonprofit bylaws and will be the cornerstone for setting your board culture and onboarding new board members.

Step 1: Review an example(s) of board roles and responsibilities from an organization such as BoardSource, Minnesota Attorney General's office, or Minnesota Council of Nonprofits.

- What's missing? What doesn't resonate? What could make the list better?

Step 2: Personalize the list for your organization. *This is the first section of your new policy.*

Step 3: Determine processes for key board activities.

- Meeting format, frequency, and location:
 - Consider forgoing Robert's Rules of Order in favor of a more inclusive and idea-generating model. Many examples exist, or you can create a model that works for your board. Consider open meeting law requirements, if applicable.
 - Ask questions like: What will set us up for success? How can we be most inclusive and welcoming to existing and new board members? What role will staff play in our meetings? How can we ensure each meeting is an effective and productive use of our board's time?
- Recruiting and onboarding new board members:
 - Consider timeline and activities that will set new board members up for success.
- Electing officers and turnover process:
 - This is an opportunity to go beyond what your bylaws state for this process. How will nominations be made? Will past officers be required to train-in new officers? What's the transition timeline?

Step 4: Create an annual calendar of activities and important dates.

- This should include your Policy Review Schedule and other critical compliance dates, like filing the IRS 990 Form.

Step 5: Discuss your commitment to ongoing board development. It is our recommendation that this be a function of the full board versus an expectation for board members to complete independently.

Step 6: Compile the decisions into one document, review with the board, and finalize. Add this policy to the Policy Review Schedule.



Board Finance Committee

Description

The following is a draft committee description for the finance committee. This needs to be reviewed by the committee, updated and sent to the board for final approval. These descriptions help identify the responsibilities of the committee and can serve as a great recruitment tool.

Purpose:

The organization's finance committee is responsible for developing and reviewing fiscal procedures and the annual budget with staff and other board members.

Annual reports are required to be submitted to the board showing income, expenditures, and pending income. The financial records of the organization are public information and shall be made available to the membership, board members, and the public as required by law.

Finance Committee Tasks and Goals:

- Create an annual action plan and reporting specific to the current year of the strategic plan to ensure that they contribute adequately to the overall productivity of the organization.
- Present the budget to the board for approval and ensure all expenditures are within budget.
- Develop a mechanism for gift acceptance, allocation and disbursement.
- Implement and oversee an audit protocol for the financial aspects of the organization's work.
- Through the chair of the committee, provide progress reports to the board.

Meeting Schedules:

The Finance Committee meets three to four times each year, and at other times as necessary.



Board Fund Development Committee Description

The following is a draft committee description for the development committee. This needs to be reviewed by the committee, updated and sent to the board for final approval. These descriptions help identify the responsibilities of the committee and can serve as a great recruitment tool.

Purpose:

This committee provides structure to existing activities while providing leadership for the development of new fund development strategies. This committee's goal is to secure general support for the organization, steward existing donors and grow the base of supporters.

The Development Committee is oriented towards activities that ensure that donors and prospects feel both connected to the organization and recognized for their participation and support. This committee is divided into two sub-committees that work together to accomplish broad goals set by the board in the strategic plan.

- Oversee and ensure the coordination of all activities related to generating annual support and encouraging individuals/organizations to give each year.
- Create an annual action plan and reporting specific to the current year of the strategic plan to ensure that they contribute adequately to the overall productivity of the organization.
- Through the co-chairs of the committee, provide progress reports to the board.

Events Sub-Committee:

- Plan and coordinate events throughout the year to raise awareness, encourage donations and raise revenue.
- Ensure that an annual calendar of activity is maintained and distributed so that all efforts are coordinated and implemented in the best interests of the donor, the community and the organization.
- Monitor committee activity to ensure that it is consistent with the values of the organization.

Donor Stewardship:

- Sponsor activities to meet donor needs for recognition and communication in meaningful yet cost-effective ways.
- Review and recommend donor stewardship policies and practices.
- Establish donor stewardship calendar and monitor progress.
- Create donor cultivation materials and approaches in tandem with other committees.
- Monitor committee activity to ensure that it is consistent with the values of the organization.

Meeting Schedule:

The Full Development Committee meets once to twice a year, with sub-committees meeting as needed.