



MPE

STATE OF THE UNION REPORT



2023



PREPARED FOR THE DELEGATE ASSEMBLY

LETTER FROM PRESIDENT DAYTON

Dear Delegates:

Welcome to Delegate Assembly 2023!

As your elected President, I am deeply humbled by the trust you've placed in me every day, and I carry the weight of that honor with profound gratitude and responsibility.

This year stands as a testament to our union's resilience, unity, and power. Together, we have secured what can genuinely be described as a landmark contract, undoubtedly among the most robust in MAPE's illustrious history. Our ranks are swelling, not just in numbers but in passion, with a remarkable surge in member engagement and a new generation of leaders ready to chart our path forward. Our influence echoed resoundingly in last year's elections, propelling worker-friendly leaders into the forefront. With our collective efforts, Minnesota now proudly stands among the elite states that have transitioned into a new era of labor-friendly governance.

Under our shared leadership, MAPE's evolution is undeniable. From being mere spectators in Minnesota's labor narrative, we've now taken the wheel, driving the course of our shared labor journey with confidence and purpose. We've reimagined every facet of our operation, from negotiation strategies to staff leadership and from our unwavering commitment to "lost time" to our overarching vision of championing labor rights across Minnesota. The days of holding back are behind us. Our conviction in our cause is unyielding, fortified by the knowledge that our stance is just and righteous. And as we march forward, shoulder to shoulder, our collective might and unity make us an unstoppable force, ready to reshape the labor landscape for the better.

Our recent achievements are monumental triumphs, from the groundbreaking contract changes and Correctional Employees Retirement Plan (CERP) enhancements to the wage increases and our strides into a future-ready 21st century contract. However, they are not the endpoint but the beginning of an even grander narrative. These victories are a testament to our collective power and unity, but the journey ahead is laden with challenges we must meet head-on. Our responsibility to stay vigilant, engaged, and ardently committed to our collective vision has never been more paramount. Now, more than ever, we must stand shoulder to shoulder, forging a united front that amplifies our collective voice and shapes our shared future. The road we've traveled is impressive, but the horizon ahead beckons with even grander promise.

Contract Negotiations

The tenacity and commitment of our Negotiations Team have resulted in a groundbreaking contract. We've achieved monumental wage increases, pioneering a 21st century contract that guarantees top-tier health care at affordable rates and a dynamic workplace. A landmark victory has been won for MAPE's CERP-eligible members so they will now be on parity with their counterparts in other unions. Furthermore, we have made substantial strides with temporary unclassified workers, enhanced service credit/vacation accrual and much more.



Every proposal we championed originated from the heart and soul of MAPE members. The passionate stories around our nine crucial proposals, encompassing telework, modernized bereavement leave policies, meal reimbursements and across-the-boards, resonated deeply with Gov. Walz and MMB. They heard you and felt our collective might.

The strength of our union lies within each of you. Our unified voice compels Minnesota Management and Budget (MMB) to the negotiation table – not as individuals, but as a formidable collective force. Although the current round of negotiations has concluded, our mission is ongoing. There were sacrifices and some priorities we had to let go of, but our resolve remains unwavering. Our path forward is clear: to regroup, strategize, and continue the fight. I urge all of you to take an active role as we gear up for our next contract battle. Together, we can, and we will, elevate the benefits for every MAPE member.

Organizing and Membership

This past year, we've witnessed an unprecedented surge in member engagement - a testament to our membership's indomitable spirit and unity. Your dedication was palpable when hundreds of you, standing shoulder-to-shoulder, rallied at our negotiations site, fervently supporting the Negotiations Team and our contract's vision. The collective voice of over 7,000 members roared through the petition endorsing our contract, further amplified by the avalanche of 1,000 impassioned letters urging commissioners, MMB, and Gov. Tim Walz to stand with our mission. At every juncture, our locals showcased their commitment, holding impactful informational pickets and spearheading various agency-specific initiatives.

The monumental success of last year's MAPE-tober is etched in our history as one of MAPE's most significant membership mobilization endeavors. Leaders from every corner of the state devoted their time and energy to recruiting and invigorating our ranks. Whether through calls or direct doorstep conversations, the dedication was evident: an unwavering commitment to growing our membership and galvanizing contract action. MAPE-tober was not just about boosting numbers—it was a movement that fueled our contract action strategies.

Legislative and Political

Encountering a progressive government and a significant budget surplus, this legislative session was poised for dynamic action. Together, MAPE's Political Council and our dedicated legislative staff meticulously sculpted the union's legislative blueprint. Our collective vision concentrated on fortifying state agencies with pivotal investments, safeguarding pensions for public employees, overhauling the Public Employment Labor Relations Act and joining forces with our coalition allies to amplify the legislative aspirations of working families.

The magnitude of our legislative accomplishments in this session is unparalleled. Key victories encompass the decisive removal of the Legislature's influence from the contract ratification process, solidifying job protections for employees transitioning to new agencies, ensuring retroactive pay safeguards for state employees against potential state shutdowns, and laying the groundwork for a transformative Paid Family and Medical Leave program set to launch in 2025.

United, our voice is powerful, and our influence is undeniable. Together, we are shaping the future for all public employees.

Before we delve into the vast horizons of 2024 and the challenges ahead, I must take a moment to acknowledge the heart and engine of our operations our Board of

Directors, Executive Committee and all governing bodies. The unity, professionalism and cohesive manner in which we operate today are commendable. While we may occasionally have differing views, our commitment to MAPE ensures we come together to find common ground, working in harmony for the benefit of our union. The drama-free, results-driven approach is a refreshing change from the past and is a testament to the matured and evolved leadership of MAPE. Our dedication is a robust foundation upon which our achievements and our future aspirations will be built.



Opportunities over the next year

Every cent of our union dues echoes our commitment to collective strength. As we approach this year's Delegate Assembly, our dedicated Delegates are responsible for championing MAPE's financial trajectory. While we've managed to avoid adjusting our dues for over a decade, maintaining our momentum requires alignment with the current economic landscape. Without a shift from the existing \$21 per member per pay period, our aspirations might outpace our resources.

Having meticulously examined various financial models, our Finance Workgroup has unveiled a plan that intertwines fairness and adaptability. This model suggests a contribution equal to roughly 45 minutes of an individual's wage, capped at \$32.50, thus ensuring our dues mirror individual earnings. Such an approach ensures MAPE's fiscal health and reinforces our bargaining clout for superior conditions, competitive wages and comprehensive benefits. When pooled together, our contributions from thousands of MAPE members craft a fortified and cohesive union, ready to address the ever-evolving workplace challenges.

As we set our sights on 2024, a year brimming with promise and potential, anticipation is in the air. Beyond the immediacy of financial discussions, it's paramount that we are proactive in strategizing for the future. The inauguration of our new strategic plan will be a cornerstone of our 2024 endeavors. With a dynamic world around us, we must reconsider our representation strategy: Does a geographical blueprint or an agency-centric model offer us the best leverage? Agencies across the state present unique challenges, yet they also open doors to innovative solutions. As we pivot and adjust, our collective intelligence and collaborative spirit will be our guiding stars.

We will rejuvenate our focus on member empowerment, training and leadership development, ensuring every voice within MAPE is heard, valued and given the tools to thrive. The ripple effects of these efforts will inevitably fortify our bargaining position, broaden our community impact and deepen our internal unity.

2024 is not just another year; it's our opportunity to redefine, rejuvenate and reinforce the values and visions that make MAPE unparalleled. Together, as we embark on this journey, our collective strength will craft a legacy for many more years.



Every day, I am profoundly honored and inspired to march forward in this journey, hand in hand with each of you.

In solidarity,

A handwritten signature in cursive script that reads "Megan Dayton". The ink is dark and the signature is fluid and elegant.

Megan Dayton, MAPE Statewide President

NEGOTIATIONS COMMITTEE

The Negotiations Committee spent more than a year bargaining MAPE's 2023-2025 contract and was rewarded when members voted overwhelmingly to ratify the tentative agreement in August.

Negotiators secured major wins for the 16,500 professional state government employees MAPE represents. These include:

- Historic wage increases, 5.5% the first year and 4.5% the second year
- 21st century contract, including a flexible workplace and affordable, quality health care with significant benefits at nominal cost increases, including mental health care
- Members of the Correctional Employees Retirement Plan (CERP) will now have health care retirement parity with CERP members in other unions
- Improved sick leave and bereavement policies
- Gains in the areas of temporary unclassified workers, meal reimbursements, length of service/vacation accrual credits



While the across-the-board wage increases were significant, negotiators know MAPE's fight for fair wages is ongoing and will not end with this contract. We will continue to advocate for what our hard-working members truly deserve.

This contract was hard-fought from the first day we met with Minnesota Management and Budget (MMB) representatives. They tried offering wage increases even lower than the ones in our then-current contract. They wanted to sunset CERP, allow removal of step increases as part of discipline, eliminate bumping and layoff options, restrict New Employee Orientations to only 10 minutes and eliminate benefits for intermittent employees. We said "no" to all these proposals, sometimes repeatedly.

Thousands of members participated in the Negotiations Survey and listening sessions across the state; All our proposals came from members. The Negotiations Team met often throughout the winter and spring to plan and write proposals.

Member input led to the development of MAPE's nine proposals:

- Telework
- Temporary Unclassified Workers
- Definition of Family
- Length of Service/Vacation Accrual
- Deferred Compensation
- Meal Reimbursement
- Student Loan Reimbursement
- Across-the-Boards and Health Care



Gov. Walz and MMB heard negotiators tell your powerful, personal stories around our nine proposals. Even though MMB demanded mediation for negotiations, this did not stop our ability to communicate with members. We developed texting campaigns, hosted townhalls, provided social media posts, video updates and website stories.





More than 200 members gathered at the negotiations site during Push Week to show support for negotiators and the contract. More than 7,100 members showed support by signing a petition, hundreds of members joined their local Contract Action Teams and more than a dozen agencies held contract actions. In addition, members wrote more than 1,000 letters to commissioners, the MMB Labor Relations Director and Gov. Tim Walz urging support for our contract.

Contract highlights and the full contract are available at mape.org.



Contract language is the strength of a union, and our union is undoubtedly stronger with this contract and because of the efforts that went into winning it. As always, we had to give up things at the table we cared deeply about, and many fights must continue over the coming year. A new slate of Negotiations Committee members will be elected in December and work will soon begin on our next contract. We must continue to build our power! Solidarity in numbers means power as a union. Get involved so we can continue to improve contract benefits for everyone in MAPE.



LEGISLATIVE AND POLITICAL AFFAIRS UPDATE

With new legislative maps and all state offices on the ballot, the 2022 Minnesota Elections provided an historic opportunity for MAPE and other unions to shift the balance of power away from legislative gridlock and toward lifting up and supporting working people. The MAPE Political Action Committee and Political Council worked with our pro-labor candidates and pushed our members to join us back out on the doors in the first post-pandemic, in-person actions since 2018. Despite several close-calls and recounts, Minnesota elected pro-labor majorities across all the constitutional offices and both legislative chambers.



With unified government and a budget surplus of more than \$19 billion, leaders from the Senate, House and executive branch promised a fast-paced legislative session to clear the backlog of progressive priorities and deferred infrastructure projects. Our Political Council and legislative staff set MAPE's legislative agenda, focusing on three major buckets: large investments in state agencies and pensions to support our contracts and workforce; modernize and strengthen the Public Employment Labor Relations Act; and work closely with coalitions on working families' policy areas. MAPE members Lee Sullivan, Cathleen Cotter, Zach Gahm and MAPE President Megan Dayton testified in numerous committees to support this work.





MAPE hosted more than 200 members in-person at the Capitol for Lobby Day on March 23, our first all-member Lobby Day since 2019. Guest speakers included Gov. Tim Walz and MN House Speaker Melissa Hortman, with MAPE President Megan Dayton, Vice President Angie Halseth, Political Council Chair John Ferrara and Board Member Vernitta Moore also speaking.



In the end, MAPE's legislative efforts were highly successful, including passing the following legislation:

- Removed the Legislature's role from the contract ratification process
- Employee job protections for transfers to newly-created agencies
- Retroactive pay for state employees in the event of state shutdowns
- Paid Family and Medical Leave program beginning in 2025
- Temporarily decreasing employee contributions for Minnesota State Retirement Services (MSRS) General Plan members and reducing vesting period to three years
- Restored voting rights to Minnesotans living in our communities who are ineligible to vote due to felony convictions
- Juneteenth recognized as statewide holiday
- Cannabis decriminalization and expunging previous marijuana-related convictions
- Full funding for Public Employment Relations Board (PERB) to hear unfair labor practices
- Pro-labor expansion and modernization of the Public Employment Labor Relations Act (PELRA), including card check authorization, dues remittance protections and adding staffing ratios as a mandatory subject of bargaining for the public sector
- Largest bonding bill in Minnesota history



The 2024 legislative session will focus primarily on policy issues, some likely agency deficiency requests, enhancements to state employee pensions and small fixes to items passed in 2023. Beyond the presidential election, the Minnesota House will be the only state-level race ballot, absent any special elections.



If there is one major takeaway from this past session, it is that elections can have major positive consequences for public sector workers. Ways you can get involved:

Donate to the MAPE PAC to support our pro-labor endorsed candidates:
<https://mape.org/join-mape-pac>

Join the MAPE PAC (one vacancy) or the Political Council (two vacancies), email Devin Bruce at dbruce@mape.org

Attend Lobby Day on Tuesday, March 19, 2024 or

Join the MAPE PAC for door knocking and phone calling during the 2024 election.



ORGANIZING MEMBERSHIP

Over the last year, the Organizing Council (OC) has spearheaded multiple statewide membership recruitment initiatives and experimented with new ways to support and encourage local leaders to take action and engage members.

Activities over the past year include:

MAPE-TOBER

A year ago this month, MAPE-tober marked the largest single membership recruitment initiative in MAPE history. Leaders statewide took lost time to recruit members; some tested out knocking on the doors of their co-workers and many spent a significant amount of time having one-on-one conversations about membership and contract action. Not only did MAPE-tober result in increased membership, but it also jumpstarted contract action efforts. MAPE-tober conversations led to members joining Contract Action Teams and the Negotiations Committee could test contract action recruitment strategies.

RETRO-PAY DAY MEMBERSHIP RECRUITMENT

MAPE-tober won't be occurring this year; The OC encouraged and supported all locals to plan their own membership recruitment blitz on or near Oct. 6, 2023, the day all MAPE-represented employees received a 5.5% pay increase as well as their retro-pay back to July 1. The OC is encouraging friendly competition between locals to recruit the most new members in the months of October and November. All recruiters will receive MAPE swag and the locals with the highest recruitment will win a catered meal to celebrate.

MEMBERSHIP SECRETARY COLLECTIVE

Membership secretaries have a critical role in their locals to maintain membership lists and help lead membership recruitment and engagement. The OC established the Membership Secretary Collective to create a space for membership secretaries to build their leadership skills and share ideas to lead membership recruitment initiatives that require action from other leaders, too.



CONTRACT ACTIONS

The Negotiations Committee led a strategic and effective effort this contract cycle to support more grassroots and varied contract actions happening all over the state. The OC had a lead planning role for the contract rally at the negotiations site and also hosted trainings about how a local/region can decide on and plan their own contract action.



ORGANIZING GRANTS

The OC wants to support locals to organize and build power at their worksites. If your local has energy and interest in organizing around a particular issue or topic, apply for an organizing grant on the MAPE website.

<https://mape.org/grant-application-process>



MAPE ORGANIZING CAMPAIGNS

MINNESOTA DEPARTMENT OF HEALTH (MDH)

Following years of around-the-clock work during the COVID-19 pandemic and a months-long organizing drive at MDH, members won \$2,500 retention bonuses. The organizing drive included a petition signed by more than 650 MAPE-represented employees, dozens of member stories including a moving video featuring seven members telling their personal stories. More than 150 employees attended organizing meetings, a successful letter writing campaign to the commissioner was begun and members made hard decisions at critical junctures when MMB attempted to divide them. The memorandum of understanding was put into effect at the end of last year.

NEGOTIATIONS

After months of bargaining, the Negotiations Committee reached a Tentative Agreement (TA) with MMB on our 2023-2025 contract. The Board of Directors approved the TA and recommended members approve it. Every local hosted at least one informational meeting, with Q&A, about the TA. There were about 55 meetings held in total. Negotiators worked with the communications team on a TA toolkit including an overview, PowerPoint, wage calculator, health care premiums impact and other materials available at <https://mape.org/TAtoolkit>. A townhall was held on July 26 to answer member questions. Since June, 522 new members joined MAPE, bringing MAPE's total membership to 11,020.

ATTORNEYS JOIN MAPE

We're proud to welcome 74 attorneys from nine state agencies who joined MAPE last December. An organizing committee of seven attorneys signed up more than 80% of their co-workers on union authorization cards and 70% on a petition demanding the State voluntarily recognize them as a union and MAPE as their exclusive bargaining representative. They were initially successful in gaining voluntary recognition, but then MMB refused to negotiate the transition to our union and unilaterally changed the terms and conditions of employment, including changes to the structure of their pay increases and health insurance. Unwilling to allow what we considered an unfair labor practice, we promptly filed charges in the circuit court demanding the affected attorneys be made whole. We prevailed in negotiating a settlement that provided the attorneys with the pay increases and health care they should have received from the beginning. We are proud to say we are a union that has upheld our right to negotiate over our terms and conditions of employment and made clear that unilaterally changing these terms and conditions is not a management right – management must meet and negotiate.

MEET AND CONFER CHAIRS COMMITTEE

The Meet and Confer Chairs Committee has been meeting monthly to share best practices, inform one another about what is going on at our agencies to watch for common themes, share wins and help each other work through issues. They also advised each other and held preparation sessions for supplemental bargaining.

Agency Meet and Confers met with management throughout the past year and discussed issues important to our members. This list is not exhaustive, but topics included

implementation of the bilingual language bonus, reduced reallocation timelines, concerns with the use of temporary unclassified staffing, safety, student loan reimbursement, on call pay, range reassignments and much more.

MAJOR CAMPAIGNS AND WINS THAT CAME OUT OF MEET AND CONFER

Minnesota Department of Health (MDH)

MDH won \$2,500 retention bonuses for the entire agency and stood firm when MMB tried to divide employees by trying to give the bonus only to certain groups of employees.

Dept. of Revenue (DOR)

DOR began a telework campaign and asked everyone to sign on. Their organizing efforts built the momentum for wins in the contract around mileage reimbursement with office closures and led to wins in supplemental bargaining as well.

**Dept. of Corrections (DOC) and
Dept. of Human Services (DHS)**

DOC and DHS' organizing contributed to the win of equity in the health plan for CERP-eligible employees. The Negotiations Team's organizing brought it home, but agency organizing brought momentum to the issue.

Dept. of Corrections (DOC)

DOC agreed to form a workgroup to explore providing Injury on Duty pay or other compensation to staff victims of sexual assault and/or injury not covered by Workers Compensation programs.

**Dept. of Natural
Resources (DNR)**

DNR won full reimbursement for fire boots as personal protective equipment retroactive to December 2021.

**Dept. of Employment and
Economic Development (DEED)**

DEED renewed a Memorandum of Understanding (MOU) that allows call center employees in Unemployment Insurance to plan for days off around the holidays.

**Dept. of Human
Services (DHS)**

DHS conducted supplemental bargaining regarding financial issues which DHS had previously refused. DHS Meet and Confer has been participating in meetings regarding creation of the new Direct Care and Treatment agency and its Board of Directors. DHS is now implementing multilanguage pay differential. The DHS Meet and Confer has been successfully partnering with stewards to resolve conflict in the workplace through Meet and Confers.

**Dept. of Labor and
Industry (DLI)**

DLI negotiated a letter where the agency agreed to review and discuss procedures around midpoint check-ins for probationary employees and the opportunity for supervisor feedback. The agency will convene a workgroup to discuss performance review forms, which will include a MAPE representative whenever possible, and these will be standing Meet and Confer agenda items.

THE NEGOTIATIONS CONVENTION AND SUPPLEMENTAL BARGAINING

The Meet and Confer Chairs Committee met with the Negotiations Committee at the Negotiations Convention and together they approved the Negotiations Platform. The Meet and Confer Chairs Committee introduced what chairs planned to bring to Supplemental Bargaining at their agencies. As agencies reached tentative agreement (TA), they were collected, and a TA summary was shared with the Negotiations Team prior to Push Week.

Nine Agencies Reached Tentative Agreements at the Supplemental Bargaining Table

1

DNR removed the four-hour daily cap for on-call pay, and also continued an MOU ensuring paid rest and recovery leave after an out-of-state fire assignment.

2

Minnesota State increased Tuition Waiver from eight discretionary doctoral credits to 21.

3

Lottery won a TA that was mostly a clean-up of outdated language, but also memorialized the sales incentive bonus.

4

DOR won new language for regional office assignments after office closure through interagency agreements upon agreement with MAPE. They also won new expense language for mileage reimbursement from their telework location or former office instead of the central office. They cleaned up out-of-state office differential tables and defined a city area as 75 miles from the city limits and requires notice to employee and union if a change in residence results in a change in differential. The bilingual language differential and Student Loan Reimbursement language are now both part of the DOR Supplemental Contract.

5

DOC expanded Injury on Duty Pay to include more scenarios where the injury was covered, including when injured by someone who is not under supervision while performing supervision duties. There was an expansion of bid rights in higher and lower class related careers and layoff rights were protected for junior/senior plans. Voluntary on-call pay for psychologists was increased from 10 to 14 hours. Intensive Supervised Release pay went from \$100 to \$175.

6

MDH agreed on an update of on-call pay and increased weekly base pay from \$200 to \$300, and also increased the amount paid per call from \$15 to \$20. MDH also agreed to add the bilingual language differential and the phased retirement program pilot to their supplemental contract.

7

Dept. of Public Safety agreed to reimburse all forensic personnel for professional dues in job-related organizations up to \$250. Previously, digital forensics had been excluded from this agreement.

8

Dept. of Transportation agreed to temporary changes to go to part-time and intermittent status for up to six months as long as there is mutual agreement.

9

MNIT won a pilot lump sum incentive for the MNIT at DNR employees assisting with firefighting efforts of \$150 per day not to exceed \$750 per week. They corrected MN.IT to MNIT.

In addition, MNIT also fought off cuts to on-call pay and DEED held off a proposal to increase the probationary period for Disability Determination Services staff from six to 12 months.

The Meet and Confer Chairs Committee is currently developing a toolkit and governing documents and is planning a Meet and Confer summit for late summer 2024. The Committee is also setting priorities for the upcoming year and working to better define the role of Meet and Confer.

ACCESSIBILITY TASK FORCE

The Accessibility Task Force began meeting in January 2023 after it was created via a resolution at the 2022 Delegate Assembly. The Accessibility Task Force, comprised of four appointed members and two MAPE staff, has spent the year discussing how MAPE can improve its digital accessibility. The group has made strides on making the newsletter, social media, website and documents more accessible. Much work still needs to be done and the Task Force is recommending a phased approach with Phase 1

focusing on working with accessibility consultants to provide training to Operations and Communications staff, creating a process to achieve Title II boilerplate language, creating an accessibility statement for the website and identifying a staff lead. The lead position would help identify training needs for all MAPE staff and create a system or process to update the most-used documents on the website. Phases 2 and 3 would move to how we make these processes manageable and maintainable.

EMPLOYEE RIGHTS COMMITTEE

More than 100 stewards attended the Steward Retreat on March 25. The theme was “We Are Family,” and it was a true family event with childcare and overnight stays at the hotel being offered for all stewards. Region 2 Chief Steward Wanda Fortune-Stiffin closed the retreat with a rendition of the “We Are Family” song but changed the words to include stewards and union solidarity.

The Employee Rights Committee, chaired by Vice President Angie Halseth, also heard an appeal and did some team building in preparation before the Steward Retreat began.

Plans were developed for regional steward trainings to be held in 2024. Halseth and business agents will travel to Greater Minnesota to focus on individual regional needs. Twin Cities-based locals will participate in steward trainings at the MAPE office in Shoreview. The trainings will be goal-oriented and developed to help move each region forward depending upon an evaluation of strengths and weaknesses.

Another statewide retreat is being planned for 2025.

DOC SAFETY TASK FORCE

Over the past year, the DOC Safety Task Force surveyed members working in the correctional facilities, the community and central office to better understand their safety concerns.

MAPE President Megan Dayton, Vice President Angie Halseth, Board members, Chief Stewards and staff have been touring facilities and afterward holding listening sessions regarding safety and morale with members.

The group has visited correctional facilities in Stillwater, Rush City, Moose Lake and plans are underway to visit those in St. Cloud, Faribault, Lino Lakes and Red Wing. The group is also hoping to visit community agents in the field, including possible ride-alongs with Intensive Supervised Release agents who provide supervision for the highest-risk individuals.

The DOC Safety Task Force provided the DOC Meet and Confer Team with proposals for enhancing safety and morale; proposals are being finalized and have already been broached with management.

GOVERNANCE WORKGROUP

The Board of Directors' Governance Workgroup has been developing recommendations for a new leadership position at MAPE. Wanting to move away from the previous Executive Director role, many options and roles were explored before members determined a Chief of Staff (COS) role would be best for MAPE.

The Chief of Staff position is a critical leadership role as the lead staff person reporting to the Board of Directors and supporting MAPE's Statewide President and Executive Committee. The COS is responsible for ensuring each department director is implementing MAPE's strategic plan, providing direction to, and managing, staff.



Todd Maki, Chief of Staff and
Operations Director

In September, the Board approved a new COS position description and authorized the negotiation of a contract for MAPE Operations Director Todd Maki. Maki began his new role Oct. 6 with a six-month trial period before the Board and Governance Workgroup review how the new COS role is working and if any changes are needed.

UNION OPERATIONS

TECHNOLOGY

With the ever-changing landscape of technology, MAPE staff have been creating processes that will help us update crucial systems for our union. This past year, we have made significant progress toward modernization, including replacing an aging server and moving email platforms to a virtually-hosted space.



As we plan ahead, we are prioritizing training staff and member leaders, developing our Microsoft 365 processes and analyzing our needs around our website and database. With these processes and updates, MAPE staff will be working with members and leaders to assess and plan for updates that are cost-effective and result in create more power for our union.

HUMAN RESOURCES

We've seen several staffing changes since the last Delegate Assembly. MAPE Operations Director Todd Maki has accepted the Chief of Staff position on a six-month trial basis. The Communications and Public Affairs Department has been split into two separate departments and are now led by Communications Director Ashley Erickson and Director of Legislative and Political Affairs Director Devin Bruce. Suzanne Al-Kayali also changed positions, moving from an Executive Assistant to a new Operations Specialist position and added more technology responsibilities to her position description. We are in the process of hiring two vacant positions: a Business Agent and a Political Affairs Coordinator and plan to have updates on these positions at the Delegate Assembly.



Ashley Erickson,
Director of
Communications



Devin Bruce,
Director of Legislative
and Political Affairs



Suzanne Al-Kayali,
Operations Specialist

FINANCES

We ended 2022 just under the income and expenses we budgeted for the year. In round numbers, we collected \$5,687,000 or 99% of the dues income we anticipated and spent \$6,368,000 or 99% of the revised budget. Spending more than we collected was anticipated in the budget and the difference came from our Undesignated Reserves at the end of the year.

We are in a very similar position this year as reported by the Finance Workgroup in its 2023 report and 2024 budget proposal and are relying on the Future Years Operations fund to cover the projected budget deficit of \$886,000. We have additional funds in reserve, but this is the year to consider a dues update to put dues income above projected expenses.

BUILDING CORPORATION

The 2002 Delegate Assembly approved a motion that allowed MAPE to move from renting office space to owning our building. The Building Corp was formed later that year and has been home to MAPE offices for many years. This year we renovated the unused space on the first floor and signed a five-year rental agreement with the Middle Management Association.

