

**CRIME STOPPERS USA  
STRATEGIC PLANNING NOTES ... AUGUST 2009**

**Crime Stoppers USA Mission:**  
**To develop innovative resources and partnerships that  
promote Crime Stoppers throughout the USA.**

**Facilitator's Notes:**

*After an initial brainstorming session that identified 5-year visions for CSUSA, four key areas of focus for the next 12-18 months were developed, task force members identified and task force leaders assigned.*

**Governance/Accountability Task Force**

**Task Force Leader:** Rob Sarrantonio

**Task Force Members:** John Lamb, Bob Mooney, Elaine Cloyd, Cord Brown,  
Nathan Nickelson

**Priorities:**

- Achieve Board and leadership accountability.
- Establish Board operating policies.
- Develop Board orientation packet.
- Revisit mission regularly.
- Establish formal partnerships with national/regional/international law enforcement.
- Maintain unity and focus of the Board.
- Consider reorganization into a national program.
- Hire professional director or management service.
- Establish accreditation for statewide programs.
- Research other association management models.
- Enhance communication and transparency at all levels.

Key Activities	Responsibility	Target Date	Status
Revisit Mission	Task Force	Now	Done
Establish unity and focus of Board	Whole Board	Ongoing	
Develop CSUSA Orientation Packet for Directors and Board members	Elaine, John, Rob	November meeting	
Develop policies, revise bylaws	Elaine, John, Rob	August 2010	
Establish formal partnerships	Bob, Nate, John	March 2010	
Accreditation	Rob, Elaine, Troy, Chris C.	Report November meeting	
Paid Ed/Staff and Research other models	Elaine, Bob, John, Rob	2011?	
Statewide association and legislative	Richard C, John, Elaine, Rob, Cord B.	2011?	

### **Facilitator's Comments – Governance and Accountability Task Force**

*Of course, other organizations have traveled this road before you. They have grown and dealt with the growing pains of moving from a volunteer-managed organization to one with professional staff and management. Clearly, this will allow the Board to step back from the day-to-day and fulfill its true role of governance and strategic planning. I'd recommend you talk to Cedric Calhoun, the first professional ED for the Academy of Hazardous Materials Managers [ccalhoun@achmm.org](mailto:ccalhoun@achmm.org) for lessons learned.*

*Remember, as you develop Board policies, that this has all been done before, as well. Check [www.boardsource.org](http://www.boardsource.org) for their recommendations, rather than creating these documents in a vacuum.*

*As always, I am happy to review bylaws and other documents and make recommendations as an outsider who has read a TON of them!*

*I'd also strongly recommend that you carefully revisit the Board Governance workshop materials I presented to adopt best practices, perform the Board evaluation, etc.*

*Jean Block  
8/31/09*

## **Membership Task Force**

### **Task Force Leader:**

Margaret Jones

### **Task Force Members:**

Frank Boyd, Mike Blatman, Scott Abrums, Harvey Helitz,  
Bob Wather, Pat Curran, Susan Moss, Chris Cameron

### **Priorities:**

- Achieve 100% dues paying members.
- Identify and provide member benefits that promote membership.
- Set a % increase in membership goal.
- Make training and conferences relevant.
- Provide consistency in practices and policies.
- Complete the CSUSA library.
- Enhance communication and transparency at all levels.

<b>Key Activities</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Status</b>
Create surveys for 3 target audiences to determine member benefits, etc. <ul style="list-style-type: none"><li>○ Current members</li><li>○ Nonmembers</li><li>○ Nontraditional targets</li></ul>	Susan Mike, Margaret Harvey	1 <sup>st</sup> draft: 10/1 Committee review: 11/1 Board presentation: 11/10	
Contact everyone who uses the Crime Stoppers name in all regions.	Pat	Begin immediately	
Research accreditation	Chris		
Develop DVD on Why Belong to CSUSA, consider video on web site			
Develop 3 track system for conferences: newcomers, experiences, coordinators, etc.			

### ***Facilitator's Comments – Membership Task Force***

*You are totally on the right track with this first objective! Until you know WHAT will provide value to members and non-members, it would be unwise to develop a membership package, be aggressive in recruitment, etc. The information gathered will also be invaluable in planning future conferences and trainings.*

*I'd also recommend that you consider alternative ways to deliver training, for example, webinars, online trainings, etc. to reach more people and reduce the costs of time and travel.*

*I'd be happy to review the surveys and make recommendations if that would prove helpful.*

*Jean Block*

*8/31/09*

**Resource Development Task Force****Task Force Leader:** Gary Potter**Task Force Members:** Gary Potter, Melissa Shoop, Ed Thielen, Randy Luffby?  
Ronald?**Priorities:**

- Establish unrestricted sustainable income.
- Develop grants, sponsorships for national and local programs.
- Enhance communication and transparency at all levels.

Key Activities	Responsibility	Target Date	Status
Develop an online revenue generating strategy for unrestricted income.	Gary Potter/professional help	1/1/2010	
Develop a national website for CSUSA, generating profit through subscriptions.	Gary Potter/professional help	1/1/2010	

**Facilitator's Comments – Resource Development Task Force**

*Any organization such as CSUSA must create a diversified resource development plan that should include traditional fundraising activities such as grants, sponsorships, special events, contracts, dues revenue and earned income.*

*The most critical responsibility of this task force is to research and develop strategies for unrestricted income in addition to dues revenue and traditional fundraising.*

*The task force could not identify the expertise necessary in its member or others to accomplish the development of a diversified plan or a plan for unrestricted earned income and recommended that until professional staff can be hired, this activity should be contracted and outsourced.*

*Jean Block  
8/31/09*

**PR/Marketing Task Force****Task Force Leader:** Not identified**Task Force Members:** Estella Quintanilla, Tami Lawlor, Jonathan Kirby, Ken Kelly, Ernest Yepes?**Priorities:**

- Develop a nationwide PR/Media campaign.
- Be recognized in all states and DC.
- Have a national phone number system.
- Trademark Scholastic CS.
- Have printable link for collateral materials.
- Brand CSUSA.
- Encourage consistency in logo, messages, etc.
- Continue newsletter.
- Enhance communication and transparency at all levels.

Key Activities	Responsibility	Target Date	Status
Update website/ collaborate with other task forces on content.	Tami - Outsource to web designer	October 1, 2009	
Maintain website	Tami - Outsource to web master.		
Develop template materials for brochures, education on crime prevention, membership benefits, etc.	Christine to collect samples.	Samples by November 1, 2009	
Invest in social media Marketing campaign: <ul style="list-style-type: none"><li>○ Tools for communication</li><li>○ Marketing</li><li>○ PR</li><li>○ Education</li></ul>	Tami	November 1, 2009	

**Facilitator's Comments – PR/Marketing Task Force**

*Without a doubt, updating and maintaining the CSUSA web site is the highest initial priority for this task force. If a CSUSA volunteer can't be identified to serve as web designer and web master, then this will also have to be contracted. See my summary notes on this thought, however.*

*Since the rapid growth of CSUSA has allowed for diversified identities, another priority is to create templates and other ways to encourage all US groups to use the CSUSA brand consistently, even alongside their own.*

*Jean Block*

*8/31/09*

## Summary and Final Comments

Thank you for the opportunity to work with CSUSA this year. I hope that the good work started on thinking strategically and focusing on high impact strategies will continue and serve to bring CSUSA to its fullest potential.

Clearly, the work has just begun. These task force action plans are still skeletal and will need to be enhanced with more detailed action steps and accountability. Of course, keeping the plans alive with regular progress reporting will help.

As we discussed, it will also enhance the achievements of each task force if others from the membership are included as members of the task forces, especially those with the particular expertise required to help with the specific tasks and outreach activities.

There are several key activities identified that have been recommend for out-sourcing on contracting. Of course, this takes money, but I'd encourage you to think creatively. Ask the membership for help – for contacts and relationships – and volunteers. I can't believe that the expertise you require for many of these activities can't be found in member Boards or people the Board members' know. *Communicate the needs and see who steps forward!*

And, of course, my strong recommendation is that the results of the planning sessions, names and contact info for task force leaders and members and their preliminary plans should be shared with all CSUSA members, at the very least. Posting this document on the web site, sharing it through the newsletter and in other ways will go a long way towards opening communication and will serve to get others interested and involved.

Please let me know how I can continue to be of help to CSUSA. I appreciate all you do to make our communities a better and safer place to live, work and raise our families!

Jean Block

8/31/09

PS – Apologies in advance if I couldn't read the writing on the worksheets and misspelled anyone's name!

Thomas Kern

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From: Margaret Jones [mcrimestop@sbcglobal.net]  
Sent: Saturday, November 07, 2009 9:18 AM  
To: cameronc@grandrapids.org; e.cloyd@sbcglobal.net; CrimeStoppersLaw@aol.com; 'Curran, Patrick'; earl.winterling@7-11.com; crimestoppers@laredoisd.org; fmboyd@eplus.net; gpotter@kmts.ca; gjwilley@msn.com; hilvitzhm@hotmail.com; resultsconsulting@yahoo.com; chambers34@comcast.net; 'Janice VanHouten (jvhouten@cityofboise.org)'; kk20699@earthlink.net; Keviney@charter.net; mcrimestop@sbcglobal.net; m2058h@lvmpd.com; mtroutman1@ec.rr.com; nathan.nickelson@hsvcity.com; robert.mooney@state.de.us; 'Robert Sarrantonio'; DeepBlue01@aol.com; tamilawlor@live.com; Thomas Kern; starkdaycare@msn.com; usapb@aol.com; troyerickson43@yahoo.com  
Subject: MEMBERSHIP TASK FORCE - RECAP  
Attachments: ATT00371.jpg

## **MEMBERSHIP TASK FORCE**

### **KEY ACTIVITIES**

#### **Create surveys for 3 target audiences to determine member benefits, etc.**

##### **Current Member**

A current member survey was sent to all known member programs email addresses listed in CSIM - many have been returned with good suggestions and ideas.

##### **Non member**

A Non-member survey was sent to all known non-member programs email addresses listed in CSIM - many have been returned with suggestions and stated they would be interested in becoming members of CSUSA. Some of the programs were not aware they were not members and requested a membership form be sent to them. Complied.

These surveys are being tallied and the committee will pass this information onto the board upon completion.

##### **Non-traditional targets** - work in progress.

Contact has been made with some Indian Tribes as they have similar programs to Crime Stoppers.

#### **Contact everyone who uses the Crime Stoppers name in all regions:**

**Work in progress** - We did receive one email as follows - follow-up is in progress.

Greetings

I was forwarded your survey

At this time we do not participate in Crime Stoppers USA we have similar type program called Silent Observer. We have three such chapters in our area representing different parts of the county. They have a board and set rewards for information received. We also have a sub-group within this for our schools and is called the fast 50 or fast 100 program.

At this time we would have no interest in Crime Stoppers.

thank you



*Lee Hoeksema*

Lieutenant Uniform Services

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Research accreditation

The Governance/Accountability Task Force is working on this project.

Develop DVD on Why Belong to CSUSA, consider video on web site

Contacts are being made to see if this is underway with current programs or state organizations.

Develop 3 track system for conferences: newcomers, experiences, coordinators, etc.

Plans to contact Myrle Carner and/or Richard Carter regarding these topics - work in progress



## 5-MINUTE MEETING PLANNER

<b>Name and Location</b> CSUSA Resource Development Task Force Conference Call	<b>Date</b> Wednesday, September 30 <sup>th</sup> , 2009
<b>Start Time</b> 3:00 pm Central	<b>End Time</b> 4:00 pm Central

### Before the Meeting

What is the goal of this meeting and how does it advance our top priorities?

1. Self Introduction of members of team.
2. Review Crime Stoppers USA Strategic Plan and RDTF 12 month goal.
- 3..Brainstorm additional Fund Development Priorities including incorporation of partnerships with the Ashland Company, MicroDot, and 3 Wins Consulting, Inc.
4. Identify RDTF leader successor.

\*\*The sucessful completion of this meeting will establish familiarity amd strengths of the Resource Development Task Force, and begin the establishment of specific, measureable, realistic, and timely 12 month goals paramount to CSUSA achieving its mission and vision in an effective and sustainable fashion.

What will we do in the meeting to achieve the goal? (Discussion? Presentation?

Demonstration? Brainstorming? Prototyping? Other?)

Discussion and constructive brainstorming.

What equipment or materials do I need?

### Meeting Agenda

Topics	Responsible	Time
Introduction and brief address by Chairman Tom Kern	Gary/Tom	5 minutes
Brief review of draft CSUSA Strategic Plan/RDTF goals	Gary	10 minutes
Brainstorming/discussion of non-restricted fund delvelopment plan (Maximum 3 -12 month goals)	Dawn Sandone	30 minutes
Transparency, accountability, and communtication	Gary	5 minutes
Closing forum for the good of CSUSA/RDTF	All	10 minutes

### Notes

\*\*Thank you everyone for taking the time to participate in our RDTF Conference Call yesterday. I believe we achieved our objectives of this meeting with the decisions follow up tasks as noted before.

# 5-MINUTE MEETING PLANNER

## At the End of the Meeting

### Decisions:

- That RDTF members review "White Paper" as forwarded by Troy Daniels in order to pull funding priorities based on the Byrne Grant submission. Please forward via
  - email any funding needs/levels you see that need to be discussed for inclusion into a 1, 2, 3 year plan. \*\*All input from each committee member to be emailed to Gary Potter by October 14<sup>th</sup>, 2009 for preparation of the next task force meeting.
- Dawn Sandone and Doug Anderson to communicate funding connections and needs
  - necessary to develop and launch an enhanced CSUSA web presence connected to non-restricted revenue generation.
- Need to identify a co-leader for the Resource Development Task Force immediately.
  - There was agreement within the group that there is an identified need for outside expertise in order for CSUSA to develop an, effective, enhanced web presence and online revenue generation resource and that a proposal from 3 Wlns Consulting, Inc.
    - has been submitted by this firm for distribution and examination by the RDTF prior to recommendation to the board. CSUSA Legal Counsel Judge Richard Carter will be participating and offering his recommendations with respect to this proposal and any subsequent partnerships with this firm.
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Did we achieve the goal of this meeting? ☒ Yes ☐ No  
 If not, when and where will we do that?

## Follow-Up

Tasks	Responsible	Deadline
Collaboration between Dawn Sandone and Doug Anderson to establish linkage and leverage of Dawn's fund development expertise in order to assist and enhance the development of an effective web presence/online revenue strategy targeting benefit to CSUSA, member programs, the public, and other partners.	Dawn & Doug	Oct 12, 09
All task force members to review white paper as forward via email by Troy Daniels, and provide feedback with respect to 1, 2, 3 year funding goals	ALL RESOURCE DEVELOPMENT TASK FORCE MEMBERS	Oct 16, 09
Tami Lawlor		
Request for Tami to contact Doug Anderson regarding the great work she has initiated with CISCO	Tami	Oct 9, 09
Request all RDTF members review and submit feedback of 3 Wins Consulting, Inc proposal to CSUSA Chairman Tom Kern	ALL	Oct 14, 09

Tasks	Responsible	Deadline

### Notes

Once I have received responses from everyone attached to the above tasks I will determine our next steps with respect to meetings task assignments, etc.

Thank you everyone for your generous contribution to Crime Stoppers of the United States of America, Inc. Your country and its citizens are grateful.

I would be most grateful if someone would volunteer to step up and act as co-leader of this task force as it is critical that we have succession in place given my current situation. As Tom mentioned during yesterday's call, this task force is central to our organization being successful in achieving its mission in a sustainable fashion.

Go CSUSA!!!

:o)

Gary

**\*\*October 17, 2009 UPDATE/FOLLOW UP:**

As all diary dates noted under follow up tasks above, and in order for us all to continue to communicate, participate, remain focused, accountable, and we keep the RDTF initiatives moving forward, I would ask all copied on this document to review the above tasks and provide me an update on the progress/outcomes of the your involvement in these tasks.

We have a January 1<sup>st</sup>, 2010 deadline for our task force's primary goal, therefore any feedback you have that pertains to this goal please advise me via return email or to Chairman Tom Kern as appropriate; given my potential, and prior disclosures of a conflict of interest respecting the proposal of 3 Wins Consulting, Inc.

Another timeline that we need to remain focused on is the fact that Dawn Sandone has graciously volunteered her valuable expertise and full time commitment to assist our task force and CSUSA for three months, therefore it is vitally important that all feedback, etc is received by myself and if appropriate by Chairman Kern. As you know we are past the midway of October and with the Thanksgiving Holiday in November followed by the hectic month of December fast approaching we have these timelines in place that must remain forefront in our minds.

The vital importance of the Resource Development Task Force's is of extreme significance to CSUSA as the results of our task force are foundational and central to our organizations's mission, vision and future.

Additionally, I still have not received any indication from anyone willing to sit with me as a co-leader in order that this vital task force has succession in place as required. Please note that regardless of any potential conflicts of interest I may have, I am in the final year of the term as Director at Large of CSUSA and will be up for re-election, if nominated, during our 2010 National Conference. Hence, additional rationale for ensuring that all necessary resources (financial/human) are secured in place to ensure that CSUSA may continue to raise the bar in its service to our current and future member programs.

Finally, I thank you for your continued unselfish dedication and service to CSUSA.

Go RDTF! Go Team CSUSA!!!!!!

Sincerely,

Gary

## **GOVERNANCE/ACCOUNTABILITY TASK FORCE**

### **KEY ACTIVITIES:**

**Revisit Mission** – this was completed at the conference. We believe the mission that CSUSA has works.

**Establish Unity & Focus of the Board** – this is for the whole board to do.

**Develop CSUSA Orientation Packet for Directors & Board Member** – this activity is for us to put together all our CSUSA Information in a electronic package to give to new members of the CSUSA Board. Also develop a signature acknowledgement sheet that the new member has received this information.

**Develop Policies & Revise Bylaws** – Review all existing policies and bylaws and propose changes to make CSUSA more transparent and consist with other non profit boards.

**Establish Formal Partnerships** – This is Law Enforcement Partnerships.

**Accreditation** - establish guidelines for individual programs to become certified CSUSA Programs. Also develop a logo that the programs can use on their materials to show this accreditation. And finally work with other task forces to create the motivation for programs to become accredited.

**Paid Ed/Staff & Research Other Models** – this activity is not limited to our task force alone. We need to find other income to employee staff to work for CSUSA. Become a member of BoardSource.com to obtain information on developing policies for a staff.

**Statewide Association & Legislative** – assist all states in starting Crime Stoppers State Organizations. Also develop a representative from each state organization who is responsible for reviewing legislation from their state pertaining to Crime Stoppers.

## **GOVERNANCE / ACCOUNTABILITY TASK FORCE**

### **REPORT**

We had a conference call on December 3, 2009. Below are our findings and discussion on different projects we are working on.

- **PACKET FOR CSUSA NEW BOARD MEMBERS** – all the items we believe should be in the packet was sent to Tom Kern. He has graciously volunteered to develop a PDF file with all the information.
- **DEVELOP POLICIES, REVISE BYLAWS** - we are still reviewing the bylaws and hope to have our final report to present to the board and the meeting in Fort Worth in February.
- **ACCREDITATION** – Attached to this email you will find our final version of the Elements of Certification and Accreditation. We are also looking at creating a Memorandum of Understanding for our membership to go along with the certification.
- **REVIEW FORMAL PARTNERSHIPS** – this is being done on multiple levels by other task forces and members.
- **PAID ED/STAFF AND STATEWIDE ASSOCIATIONS LEGISLATIVE ISSUES** – ongoing nothing to report