



**London-Elgin-
Middlesex
Crime Stoppers
Business Plan
2011 – 2015**



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Message from the President of London-Elgin-Middlesex Crime Stoppers

On behalf of my colleagues on the Board of Directors for The London-Elgin-Middlesex Crime Stoppers Program, I am pleased to present the 2011 – 2015 Business Plan. This plan provides objectives and action plans for the London-Elgin-Middlesex Crime Stoppers Program for the next 4 years.

As an integral part of our plan we want to recognize all of our area police services: London Police, O.P.P., RCMP and Strathroy Caradoc Police that are all party to the Letter of Understanding. We also recognize other law enforcement agencies such as the Ministry of Natural Resources and Chippewas on the Thames Police for their continuing support of our activities. Broadening our reach also broadens the number of agencies and communities we must deal with in making Crime Stoppers a household name in securing and advancing safe communities.

This Business Plan has been developed by the Board of Directors as a result of several weeks of extensive planning sessions. These sessions looked at both Internal and External Strengths, Weaknesses, Opportunities and Threats. The Board brought their ideas and suggestions to these sessions and then followed-up with written feedback. The goal of developing a Business Plan for Crime Stoppers is to ensure that we provide flexible and adaptable services to the communities which we serve.

The main goals that will be addressed include: improving/expanding our partnerships with the Elgin Middlesex communities, police services and media outlets; sustainable revenue production; continuing board education, involvement, and governance; and future involvement with the Ontario Association of Crime Stoppers.

The London-Elgin-Middlesex Crime Stoppers Program will continue to meet our goals in a competent, courteous and cooperative way and to deliver an effective crime solving tool to the communities of Elgin and Middlesex. We look forward to the next four years and the support of our communities.

Al Gibson, President



London-Elgin-Middlesex Crime Stoppers Program Mission Statement

London-Elgin-Middlesex Crime Stoppers is a partnership of the public, police and media which provides the community with a proactive, non-profit, charitable program to anonymously assist in solving crime and contributing to an improved quality of life.

Background 2011-2015

Introduction

In 2009, the London-Elgin-Middlesex Crime Stoppers program produced a one year Business Plan. In 2010, the Business Plan was extended for one year.

In June, July and August of 2011, the London-Elgin-Middlesex Crime Stoppers program again undertook a two stage Strategic Planning Session in order to confirm where we are now, then again map out our program goals, community initiatives, various fund raising events, provide board governance – including, but not limited to structure, committees, finance and succession planning and other items deemed important to the Mission of our crime Stoppers program. The resulting Business Plan will give our board, general members, coordinators, sponsors, contributors and especially our working partners our work plan for the next four years.



Producing revenue to support our community programs – especially our Rewards is a major factor and task. We are a charitable organization, run by a totally volunteer board of directors and we receive no operational funding from any level of government for our day to day operations. Thus, it is important that we wisely utilize our resources, including revenue, in kind services, sponsorships and our important volunteer time commitments. It is equally important that our Community of Partners be recognized as an integral part of our mission and goals. Our police coordinators are a continuing important resource and key tactical elements of our program and they participated in all facets of our planning sessions.

Planning Session Stage One: Individual Program Assessment

Prior to this planning session, all board members were asked to complete two questionnaires (see Appendices I and 2) and bring their answers to all of the planning sessions. The results of the first questionnaire were tabulated and shared with all board members prior to the second planning session. During the planning session, small break-out groups discussed 2 or 3 of the questions and brought their answers back to the group as a whole. These responses were compiled and circulated to all board members prior to planning session two.

Planning Session Two: Investigation and Key Focus Areas

Using the responses from session one, this planning session used this analysis model on the identified focus areas:

- SWOT Analysis – Strengths, Weaknesses, Opportunities and Threats, both internal and external



Key Focus Areas

- Improving/expanding partnerships
- Sustainable revenue production
- Board education, involvement and governance
- Our role within the OACS

Planning Session Three: Defining Goals

The discussion centred on the Key Focus Areas and ideas were discussed. All board members were asked to form opinions and develop feedback.

When the decisions were finalized, the final step was the development of the Business Plan. While firm, attainable goals are important, we need to structure some flexibility into our plan to take advantage of opportunities, partnerships and other mutually beneficial occurrences. The plan will provide Performance Indicators to measure our program, our initiatives and our success in the community.

With great input and discussion at planning session 3, the following Plan reflects the board's goals for the next four year period.



Business Plan

Introduction

Many hours were dedicated to this task of formulating a roadmap for London-Elgin-Middlesex Crime Stoppers. Discussions were held from May to August involving our board and coordinators. It is important to note that there were many ideas during the planning/brainstorming sessions. It indicates that our volunteer members and support resources have great ideas, a vision for the future and a willingness to enhance the program. **Supporting the Mission Statement ensures that we will maintain the London-Elgin-Middlesex community component of our Crime Stoppers program.**

Business Plan Strategic Priorities/Goals

1. Improve/expand our partnerships with the Elgin Middlesex communities police services and media outlets within our assigned Crime Stoppers area
2. Find sustainable revenue producing events, both long and short term, in addition to the Jailathon and Golf Tournament
3. Improve Board education, involvement, and governance
4. Maintain our role within the OACS



Police

<p>-improve and expand our partnership with all of the police services within our area</p>	<p>-continue to use the police as a resource for Social Awareness of Crime events</p>	<p>-have quarterly presentations at Board meetings; presentations will be provided by police partners -host regular Social Awareness of Crime events for the public in partnership with all of our police services</p>
	<p>-have regular meetings with senior members of our police partners</p>	<p>-Crime Stoppers president or designate will meet informally with senior members of each of our police partners biannually</p>
<p>-cultivate new relationships with police services that we currently have no relationship with</p>	<p>-approach new police services (Oneida, Muncey, UWO, Fanshawe) in order to begin partnering</p>	<p>-relationships will be established with a welcome response</p>



Media

<p>"Crime of the Week" will be published in every newspaper in London, Elgin and Middlesex</p>	<p>-establish contact with the editor of every newspaper in London, Elgin and Middlesex</p>	<p>-increase in the number of newspapers that carry the Crime Stoppers "Crime of the Week"</p>
<p>-"Crime of the Week" and PSA's will be broadcast on every radio station in London Elgin and Middlesex</p> <p>-increase media attendance at and coverage of our Crime Stoppers events</p>	<p>-establish contact with every radio station in London, Elgin and Middlesex</p> <p>-make contacts at all newspapers and radio stations and invite them to all events</p>	<p>-increase in the number of "Crime of the Week" and PSA's broadcast by the radio stations within London, Elgin and Middlesex</p> <p>-increased media attendance at and coverage of all Crime Stoppers public events</p>



Goal # 2

Find sustainable revenue producing events, both long and short term, in addition to the Jailathon and Golf Tournament

Jailathon and the Golf Memorial will continue to be our premier fund-raising events

Objectives	Action Plans	Performance Indicators
-to supplement our main fund raisers (Jailathon and Golf) we will develop activities that will maximize or return on effort	-annual Tribute Night in Strathroy-Caradoc -Eco-Friendly Rain Barrel sale with the addition of Bulb sales -additional activities as appropriate and/or available	-12% increase in revenue each year over the previous year
Increase external financial assistance	-apply for grant money from all available sources	-successful grant applications with grant monies coming in



Goal # 3

Improve Board education, involvement and governance

The volunteer board is the backbone of the program. It is a reciprocal relationship between the individual members and the Board as a whole which enables the Board to be successful. The following will highlight growth opportunities for both individual members and the Board.

Objective	Action Plan	Performance Indicators
-every committee will initiate the use of the Event Planning Guide at their first meeting	-using the Event Planning Guide, each committee will establish Standard Operating Procedures for the event at their first meeting	-complete written Standard Operating Procedures with duties assigned and timelines established will be given to the full Board at the next Board meeting
-Build the Board to be responsive to our mission statement	-will recruit Board members from the entire London Elgin Middlesex catchment area using our media partners, volunteer fairs and networking -secure members to vacancies on the Board utilizing a skill set search model, ensuring a diverse, educated, broadly experienced Board	-a full, diverse Board with skill sets that enrich our base
-board training to roles and responsibilities	-train board members in new and existing policies, procedures, legal guidelines, fiduciary responsibilities and other not-for-profit sector obligations	-well-trained board members that can recognize and understand both the business and volunteer side of the London-Elgin-Middlesex Crime Stoppers



Goal # 4

Maintain and improve our role within the Ontario Association of Crime Stoppers

Objective	Action Plan	Performance Indicators
-maintain and improve our relationship with the Ontario Association of Crime Stoppers	-host a provincial conference in our area in 2015 - host a president's/coordinators zone meeting	-successful provincial conference in 2015 -successful president's/coordinators zone meeting
	- continue to receive board training and information in a timely, efficient manner from OACS	-diverse, educated, broadly experienced board who are familiar with the Ontario Association of Crime Stoppers Mission, Vision and Values
	- involve ourselves in more OACS events	-increased participation/dialogue in OACS events



Appendix I

This is an anonymous board member self assessment. Please answer the questions as best you can. Bring it with you on Tuesday and put it in the brown envelope near the door.

	Definitely Not		Definitely Yes	
Do you come to the meetings fully prepared?	1	2	3	4
Do you feel you enhance group discussions in the following ways:				
Push the discussion forward	1	2	3	4
Integrate various viewpoints	1	2	3	4
Encourage openness and candor	1	2	3	4
Push the group to confront reality	1	2	3	4
Bring new thinking	1	2	3	4
Are you a good board member in the following ways:				
Listen to others and consider others' viewpoints	1	2	3	4
Are willing to change your viewpoint	1	2	3	4
Have the courage to say what is on your mind	1	2	3	4
Support and accept board decisions with which you personally disagree	1	2	3	4
Do you understand and focus on issues that are key to the program?	1	2	3	4
Do you keep discussions on track by avoiding talking too much, reminiscing, or engaging in philosophical arguments?	1	2	3	4



Does the board seem to have a clear understanding of its roles and responsibilities? 1 2 3 4

This Crime Stoppers board's main role is _____

Does the board confront the real issues? 1 2 3 4

Is the leadership of the board effective? 1 2 3 4

Is the information the board receives for board meetings:

Useful 1 2 3 4

Adequate 1 2 3 4

In efficient format 1 2 3 4

Do board members come to the meetings fully prepared? 1 2 3 4

Does the board have sufficient dialogue? 1 2 3 4

Do enough people participate in the dialogue 1 2 3 4

Do the board members take reasoned independent positions? 1 2 3 4

Are board discussions open and honest? 1 2 3 4



Do board members listen to and consider each other's comments?

1 2 3 4

Committee Performance - Please rate only one committee you sit on.

Is the committee effective?

1 2 3 4

Is the output of the committee supporting the full board?

1 2 3 4

Does the committee confront the real issues?

1 2 3 4

Does the committee give the board decisive feedback

1 2 3 4

Does the committees feedback accurately reflect the views of all committee members?

1 2 3 4

Is the committee able to make collective judgements about important matters?

1 2 3 4

Does the committee follow their agenda?

1 2 3 4

Is the leadership of the committee effective?

1 2 3 4

Does the committee chairperson elicit contributions from all members?

1 2 3 4



Appendix II

For the Planning Session please ask yourself the following questions and bring your ideas, answers and comments to the meeting. We will be using these for discussion to help map our way forward during our sessions. We need to take a critical look at ourselves to make sure our program is going in the right direction. Please note your answers and bring this sheet to all of the meetings. Thanks.

1. List three things we have done in the last two years that you believe have improved our program.
 - a.
 - b.
 - c.

2. List three things we have done in the past two years that you believe may not have improved our program.
 - a.
 - b.
 - c.

3. List three things we have done that in your opinion have improved our visibility in the community.
 - a.
 - b.
 - c.



4. Does the board follow good governance? Circle one - Y / N

5. Do we have a good relationship with all of our Police Partners? Y / N

6. Do we have a good relationship with all of our Media Partners? Y / N

7. Do we have a good relationship with all of the communities we serve? Y / N

8. Do you believe we fulfilled most of our first business plan? Y / N

9. What are the things in our first business plan that you believe we missed?

10. What are four top priorities for our Crime Stoppers program over the next 3-4 years?
 - a.
 - b.
 - c.
 - d.

11. Are there untapped local human resources we can use to assist us in improving our program and planning?
 - a.
 - b.
 - c.
 - d.



12. Are there more untapped financial resources that we can use to fund our program?

- a.
- b.
- c.

