

HOW DOES THE BOARD WORK?
CRIME STOPPERS INTERNATIONAL, INC
TRAINING CONFERENCE
KELOWNA BRITISH COLUMBIA
September 30 & October 1, 1997 (updated Adobe Version July 1998)

Materials prepared by Willet Bushnell, CPA

**HOW DOES THE BOARD WORK?
HAND OUT MATERIALS**

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BASIC RESPONSIBILITIES OF CRIME STOPPER BOARDS

1. **Determine the organization's mission and purposes.**
 - a. The mission statement should include, what we do, why we do it, and whom we serve.
 - b. Define your mission and what it strives to accomplish. The mission statement should consider the following:
 - i. Purpose,
 - ii. Cooperation between the police, the media, and the community,
 - iii. Anonymity of the caller,
 - iv. Offering of rewards for information, and
 - v. Non reliance on government funding and tax dollars.
 - c. Use this statement when asking for financial support.
 - d. Review to ensure that the organization is not drifting away from its original purpose.

2. **Select the chief executive. *This only applies to programs with paid staff.***

3. **Support the law enforcement coordinator and review his or her performance.**
 - a. Provide frequent and constructive feedback.
 - b. Encourage Crime Stoppers related professional development training for the coordinator.
 - c. Invite the coordinator to important social functions.
 - d. Compliment for exceptional initiatives, communicate these compliments to the coordinators supervisors in writing.

4. **Ensure effective organizational planning.**
 - a. Board is responsible for the planning process. Plans can be operational (Day to Day), short term (specific projects), long range or strategic.
 - b. Planning should include some variation and combination of these elements:
 - i. Statement of mission and purpose;
 - ii. Assumptions about the future (likely internal & external circumstances);
 - iii. Current programs and services;
 - iv. New programs and services;
 - v. Membership development and retention;
 - vi. Board of directors (size, method of selection, committee structure, and other bylaw provisions);
 - vii. Budget projections (income and expenditures);
 - viii. Fund-raising strategies;
 - ix. Public relations; and
 - x. Appendices (financial trends for preceding three to five years and projections, trend data on calls received & rewards paid, etc)

5. **Ensure adequate resources.**
 - a. Board sets fund-raising targets and goals.
 - b. Some boards have a policy that all board members should be expected to donate money to the program.

6. See that resources are managed effectively.

- a. The annual budget is one of the board's most significant policy decisions. The budget sets priorities and programs.
- b. Monitor the budget, board should receive clear, intelligible, accurate, and timely financial reports.
 - i. Quarterly financial statements including balance sheets should be furnished to entire board.
 - ii. Monthly reports of operations should be furnished by the treasurer to the entire board or to the executive committee. Reports should show budget, year to date operations, and comparisons to previous years.
- c. Board is responsible for ensuring that the requisite cash-management controls are in place.
- d. Financial responsibilities include
 - i. Setting financial policies;
 - ii. Purchasing adequate liability insurance;
 - iii. Determining reward amounts including policy on eligibility for rewards; and
 - iv. Setting procedures for payment of rewards;

7. Determine, monitor, and strengthen the organization's programs and services.

- a. Ensure that the program is meeting Crime Stoppers International suggested Operating Standards.
- b. Periodically check with your partners, the police and press, to determine their satisfaction with the program.

8. Enhance the organization's public image.

- a. Make use of informative press releases to promote public awareness.
- b. Prepare a written annual report, make it available to the public during speaking engagements.
- c. Board Chairperson should be the organization's spoke person. No board member should represent themselves as speaking for the board unless specifically authorized to do so.

9. Ensure legal and ethical integrity and maintain accountability.

- a. Have a written policy on caller tip records ownership and retention.
- b. Adhere to all local, state, and federal laws and regulations that apply to nonprofit organizations.
- c. File timely and accurate reports with the government. This includes local, state, and national filings, including for example the IRS Form 990.
- d. Protect volunteers and staff from harm or injury by ensuring compliance with occupational, safety, health, labor, and related regulations. Including insurance on volunteers.
- e. Develop and maintain written policies and procedures.
- f. Register with the appropriate state agencies before beginning a fund-raising activity.
- g. Follow the organization's articles of incorporation and bylaws, amend them when necessary.
- h. Provide for an annual internal audit or financial review of all assets and liabilities, and revenues and expenditures. Provide for an independent audit or review if your program revenues are over \$100,000 annually.
- i. Publish an annual report that details the organization's mission, programs, board members, and financial condition.

10. Recruit and orient new board members and assess board performance.

- a. **Crime stopper boards are self perpetuating. The existing board is responsible for recruitment of new members.**
- b. **Board members should rotate off after a period of years.**
- c. **Nominating committee should:**
 - i. **Suggest policies and procedures for nominations and board rotation**
 - ii. **Cultivate prospective nominees,**
 - iii. **Check prospective nominees credentials,**
 - iv. **Recruit nominees.**
 - v. **Oversee the orientation program for new members,**
 - vi. **Design programs for board self assessment and review**
 - (1) **Avoid dysfunctional politeness during review.**
 - vii. **Plan periodic board training.**
- d. **Orientation of new members should be structured to include:**
 - i. **Orientation to the board:**
 - (1) **Corporate responsibilities**
 - (2) **bylaw provisions**
 - (3) **committee structure**
 - (4) **meeting practices,**
 - (5) **board member responsibilities**
 - ii. **Orientation to the organization:**
 - (1) **What is crime stoppers**
 - (2) **Mission statement**
 - (3) **policies specific to crime stoppers including information regarding callers and tips, ownership of records, etc.**
 - (4) **fund-raising strategies**
 - (5) **goals and aspirations**
 - (6) **financial and budget information**

TIPS FOR AVOIDING PERSONAL LIABILITY

- 1. Know all the provisions of your Crime Stoppers Program's articles of incorporation and bylaws relating to the organization's powers and to your authority and duties as a director.**
- 2. Make sure that your Crime Stopper Program complies with all federal and state laws. (Violation can result in personal liability for a director.)**
- 3. Attend board of directors' meetings regularly, including committee meetings, and keep well informed of your programs activities.**
- 4. Dissent on the record when you disagree with board actions, and follow up to make sure that your objection is recorded in the board minutes.**
- 5. Avoid any personal or business relationships that place you in a conflict of interest with your Crime Stopper Program or in which you have, or are perceived to have, a self-interest.**

BOARD MEMBER DUTIES

A board member must meet certain standards of conduct and attention in carrying out the board members responsibilities to the organization. These standards are usually described as the duty of care, the duty of loyalty, and the duty of obedience.

Duty of Care

Every board member owes a duty of care to their crime stoppers program. The duty of care is quite broad. It ranges from a duty to monitor the affairs of the crime stoppers nonprofit corporation to guard against loss or injury to the corporation, to a duty to vote and not to abstain. A board member owes the duty to exercise reasonable care when he or she makes decisions for the organization. For example, a board member violates the duty of care if he or she fails to review the treasurer's report, or the minutes of the previous meeting.

Duty of Loyalty

The duty of loyalty is the duty of the board member to give undivided allegiance to the crime stoppers program when making decisions affecting the organization. This is an obligation to avoid self-dealing. Self-dealing occurs when a board member places their own interests ahead of those of the crime stoppers nonprofit corporation. This also means that the board member can never use the information obtained as a member of the board for personal gain. Under many circumstances, it is not necessary that the crime stoppers program be shown to have suffered an injury as a consequence of the self-dealing; the courts treat a violation of the duty of loyalty so seriously that they will not permit even the appearance of misconduct. For example, if a member of the board of directors owns or even works at a furniture store, then the board member cannot vote on a question of whether or not to purchase furniture from that store.

This does not mean that a board member can never have business dealings with the crime stoppers program. Many boards select board members based upon the services and donations the organization will receive from the board member's business. There must be full disclosure of the board member's interest, and the terms of the deal must be fair to the corporation. It also means that the transaction will be subject to a high degree of scrutiny if tested by the courts. The best practice is for the board member to disclose a conflict and refrain from discussing or voting on the matter.

Another example of a breach of the duty of loyalty is: a board member who is on the board of two different nonprofit corporations applying for the same grant has hopelessly compromised his duty of loyalty. No matter which nonprofit gets the grant, the other can accuse him of a breach of his duty of loyalty.

Duty of Obedience

The duty of obedience requires a board member to be faithful to the crime stoppers corporation's mission. A board member may exercise their own judgement concerning how the organization should best meet its mission. A board member should not act in any way that is inconsistent with the central goals of the organization. When a crime stoppers program solicits donations and grants, then the public has a right to rely on the representation that the money will be used for the purpose for which it was given.

Limiting Liability of Certain Directors and Officers

The basic duties of a director of a crime stoppers program include the (1) duty of care, (2) duty of loyalty, and (3) duty of obedience. See Board Member Duties hand out for further information.

Some Types of Potential Liability

Liability to the Organization

- Liability for breach of duty of loyalty
- Liability for conflict of interest (self-dealing)

Liability to Third Parties

- Liability to creditors of the organization (major reason for incorporation)
- Liability for negligent conduct of the organization (duty of obedience)

Liability to Employees and Tax Authorities

- Liability for employment discrimination and employment laws
- Liability for wrongful discharge
- Liability for unpaid payroll taxes

Recently a law was passed in the United States, that encourages states to enact legislation to grant immunity from personal civil liability, under certain circumstances, to volunteers working on behalf of nonprofit organizations. (See article page 6, The Caller, August 1997)

Check your state statutes relating to director liability. Some typical statutes regarding director liability may be as follows: (these are excerpted from Alaska, please check your local statutes)

Alaska Statute AS 09.65.170 Limited liability of certain directors and officers

- Unless the act or omission constituted gross negligence, a person may not recover tort damages for personal injury, death, or damage to property for an act or omission to act in the course and scope of official duties, from one of the following:
 - a member of the board of directors or an officer of a nonprofit corporation;
 - a member of the board of directors of a public or nonprofit hospital,
-
- Notwithstanding (a) of this section, the duties and liabilities of a director or officer of a nonprofit corporation to the corporation may not be limited or modified.
- In this section: (1) "nonprofit corporation" means a corporation that qualifies for exemption from taxation under 26 U.S.C. 501 (c) (3) or (4) (Internal Revenue Code).

Alaska Statute AS 10.20.011 General Power A (nonprofit) corporation may

-
 - (14) indemnify a director, officer or former director or officer of the corporation, or a person who has served at its request as a director or officer of another corporation in which it owns shares of capital stock or of which it is a creditor, against expenses actually and reasonably incurred by that person in connection with the defense of any action, suit or proceeding, civil or criminal, in which that person is made a party by reason of being or having been a director or officer, except in relation to matters in which that person was adjudged, in the action, suit or proceeding, to be liable for negligence or misconduct in the performance of corporate duties; and to make any other indemnification authorized by the articles of incorporation or bylaws, or resolution adopted after notice by the members entitled to vote .

INDEMNIFICATION: Each program should have a statement of circumstances under which the organization will indemnify board members for expenses (judgements, attorney fees, fines, etc.) they incur as result of their service to the organization, including limitations on indemnifications. Indemnifications cannot be greater in scope than as allowed under your state or provincial laws.

SAMPLE PARAGRAPHS FROM ARTICLES OF INCORPORATION AND BYLAWS

Director Liability Articles of Incorporation

Directors of the corporation shall not be personally liable to the corporation for monetary damages for acts or omissions that occur after the effective date of this Article for the breach of their fiduciary duty as a Director, provided however that such exemption from liability shall not apply to (1) a breach of a Director's duty of loyalty to the corporation; (2) acts or omissions not in good faith or that involve intentional misconduct of a knowing violation of law; or (3) a transaction from which the Director derives an improper benefit.

Indemnification Bylaws

Directors and officers and former Directors and officers of the corporation shall be indemnified to the fullest extent of the law as provided in the Alaska Statutes 10.20.011 (14), or any successor provision or amendment thereto, against expenses actually and reasonably incurred by such person in connection with the defense or any action, suit or proceeding, civil or criminal, in which such person is made a party by reason of being or having been a director or officer of the corporation, except in relation to matters in which the person was adjudged, in the action, suit or proceeding, to be liable for negligence or misconduct in the performance of his/her corporate duties.

..... Cautions

Discuss these indemnification clauses with an attorney that is knowledgeable in your state law.

Beware: Some state laws, do not allow indemnification for persons who receive reimbursement allowances for expenses in excess of a certain amount. The recent federal law enacted in the United States, suggests an exclusion for any individual who receives more than \$300 of compensation (including reimbursement of allowance for expenses) or any other thing of value in lieu of compensation.

Canada: "It is possible for a Canadian association by its constitution documents (or through individual contracts) to indemnify its directors and supposedly other volunteers, from liability for negligence arising from actions taken in good faith." (The Caller, August 1997)

Insurance for the board of directors should always be considered. In many cases the cost of litigation, is not the cost of the settlement, but the cost of defense. Insurance provides protection for these costs.

COMPLIANCE ISSUES

The board of directors must be familiar with the national and state laws that regulate the crime stoppers program activities. Some laws apply only to nonprofit corporations, while other laws apply to all corporations.

UNITED STATES: Federal laws and requirements

Federal Income Tax Exemption:

Section 501 (c) (3): To qualify for a exemption under this section, a crime stopper program must be organized and operated exclusively for charitable purposes. IRS uses an organizational test, where a crime stopper program meets the test by including provisions in the articles of incorporation and other formative documents (bylaws) that limit the organizations activities to those consistent with its charitable purposes. A program should exercise caution when amending the organizing documents and bylaws. Amendments that permit activities beyond the scope of a tax exempt charitable organization may threaten the tax exempt status.

Form 990 and 990-EZ:

Required to be filed if:

990-EZ Gross receipts are normally over \$ 25,000 and less that \$ 100,000 and total assets are under \$250,000.

990 Gross receipts over \$ 100,000

State filing requirements may differ; therefore, a crime stopper program may still be required to file Form 990 or Form 990-EZ, with one or more state agencies even though it is not required to file with the IRS. You should consult with your CPA to determine the specific filing requirements.

Notice:

New Programs and programs no longer required to file. If your program is not required to file with IRS because your receipts are under \$25,000, be sure to notify IRS that you are not required to file. See 990 instructions. Organizations that are eligible to receive tax deductible donations are listed in Publication 78, Cumulative List of Organizations. A crime stopper program may be removed from this listing if IRS records show that your program was required to file, but you did not file a return or did not advise IRS that you are no longer required to file. Contributions to your program would still be deductible by the general public, but you would not be on the list. Some contributors will not contribute unless you are in Publication 78.

Contributions: Special Record Keeping requirements

Fund Raising Records: (IRS 990 instructions)

Section 501(c)(3) organizations that are eligible to receive tax deductible contributions under 170(c) of the Code must keep sample copies of their fund-raising materials, such as dues statements or other fund-raising solicitations, tickets, receipts, or other evidence of payments received in connection with fund-raising activities. If organizations advertise their fund-raising events, they must keep samples of the advertising copy. If they use radio or television to make their solicitations they must keep samples of scripts, transcripts, or other evidence of on-air solicitations. For each fund-raising event, organizations must keep records to show that portion of any payment received from patrons that is not deductible; that is, the retail value of goods or services received by the patrons. Also special additional disclosure rules apply for amounts over \$75.

Solicitations of nondeductible contributions:

Any fund raising solicitation such as Raffles, that are not deductible as charitable donations for Federal income tax purposes should include an explicit statement that the payment is not deductible as a charitable donation.

Public Disclosure:

Generally, you must make available for public inspection, a copy of your application for exemption to the IRS, and your last three years of 990's. Copies of your 990 or 990-EZ must be furnished to persons writing for copies or for persons requesting copies in person. If in person, you must furnish a copy immediately. If request is in writing, you must furnish a copy within 30 days. No charge is to be made other than a reasonable fee for reproduction and mailing costs. Willful failure to allow public inspections or provide copies could result in an IRS penalty of \$5,000.

STATE LAWS

Nonprofit Corporation Laws

Most states have laws that govern the crime stoppers programs organization and operation. The laws contain the minimum requirements for you to be legally incorporated. The board of directors should be familiar with the minimum requirements and ensure that the program complies with all of the technical and substantive requirements of the law.

A common requirement in most states is the requirement for filing of an annual or biennial report. The consequence of not filing this simple document can be the loss of the corporate status. The loss of corporate status could cause board members to become personally liable for corporate obligations.

Charitable Solicitation Statutes

Most states have laws that regulate charitable solicitations. The laws are intended to prevent fraud and abuse in fund-raising activities. Charitable organizations are required to register with a state agency or with state attorney generals before beginning any campaign to solicit contributions. The laws also require annual reporting. Some states now require you to disclose if any of your board members have a felony conviction. This may require you to do back ground checks on board members and prospective board members.

State Tax Exemptions and Licenses

A 501(c)(3) exemption does not automatically exempt your program from state taxes and licensing. Some states require special exemption applications to be filed. Generally, you must pay income taxes and sales taxes, until an exemption is obtained. The board should ensure that all state filings are current and that the program obtains all tax exemptions to which it is legally entitled.

THE FINANCE COMMITTEE

The finance committee plays an important role in your Crime Stopper program. The finance committee, through its actions helps the board maintain accountability and fiscal integrity of the program. This helps maintain public confidence and support. The committee is responsible for recommending financial policies that protect your assets, reviews the annual budget and makes recommendations to the board, and monitors financial reports. The finance committee works to make sure assets are protected and resources are used appropriately.

The finance committee has the following major tasks.

1. Seeing that accurate and complete financial records are maintained. The committee should make sure the program's accounting system provides:
 - a. An accurate record of receipts and expenditures, including adequate controls and documentation.
 - b. Summary information, financial information should provide income and expenses with a comparison to budget.
 - c. Information about payment of rewards, including information on unclaimed rewards and statistically information on rewards paid.
2. Seeing that accurate, timely, and meaningful financial statements are prepared and presented to the board. The finance committee should make sure the financial information is current, straight forward, and understood. When discussing finances, the finance committee is responsible for making sure the board is fully aware and understands the financial position of the program.
 - a. Internal financial statements should contain both a statement of activity that summarizes income and expenses, and a statement of financial position (balance sheet) that summarizes the assets, liabilities, and net assets of the program.
 - b. Annual financial statements should be prepared by a independent CPA. This financial statement may be compiled, reviewed, or audited (See Sample Financial Policies for description). The annual financial statements assist the board, and are valuable tool to use during fund raising.
3. Budgeting and anticipating financial problems. A budget is used to set a formal, quantitative plan for the organizations future. It is used to set standards of performance, motivate the board, and provides a tool to measure results. A review of the budget should include:
 - a. Does the budget reflect board policy and goals? The finance committee should review the budget and understand the detail. The full board may not examine the budget in line by line detail, but it should understand the underlying assumptions. Budgets should contain narratives that focus on governance matters before the board, such as expansion of services or new ventures.
 - b. Is the budget realistic? Budgets should be based upon objective analysis of current sources of income. A comparison to previous years will provide a reference for measuring some items, but will not help in projections for new projects. A budget should be conservative in nature, a general rule of thumb is that expenses should be estimated on the high side, perhaps by as much as 10 percent. Income should be underestimated, again perhaps by as much as 10 percent.
 - c. Are we meeting the budget? Financial reports to the board should contain information including the budget. Information about timing of expenses and revenues should be explained to the board.
4. Safeguarding the Program's assets. The full board is responsible and must acknowledge and accept its responsibility for safeguarding the Program's assets. The finance committee should recommend to the board, policies to safeguard the assets. Sample policies are provided on a separate hand out.

5. **Complying with National, State, and other reporting requirements. The finance committee should be familiar with reporting requirements and assure themselves that the treasurer has filed all required reports. If the program has payroll, the finance committee should receive assurance that the monies withheld for taxes and benefits are being paid to tax authorities on time.**
6. **Help the full board understand the Program's financial affairs. Each board member is responsible for understanding the Program's financial affairs. The board cannot delegate this responsibility to the finance committee. The finance committee must make sure that the board does understand the financial affairs of your program. The committee should take time to educate new board members and spend time at meetings to present information to the board. Use of charts and graphs will aide in understanding.**

Composition of the Finance Committee:

1. **The committee members should have a background or understanding of accounting, banking, or business. Committee members should also understand nonprofit accounting. The treasurer should be a member of the committee, but need not be the chair.**
2. **The committee should stay up to date on changes in nonprofit accounting and reporting standards.**
3. **The committee should include people who are passionate about Crime Stoppers and our mission.**
4. **The committee should not be static. Change over of board members on the committee will provide new perspectives, challenges, and questions that will keep the committee on track.**

Sample Financial Policies

A Crime Stopper Program must have minimum financial policies and must establish a procedure to insure that the financial policies are carried out. The Board of Directors is ultimately responsible for the financial integrity of the Crime Stoppers Program and cannot delegate this responsibility. Even when a CPA is involved in preparing the financial statements, the financial statements are the program's statements, not the CPA's. The board of directors must have a sufficient understanding of the financial statements to assume responsibility for them.

The following are some financial policies. These examples should be adapted to fit your program's circumstances.

General:

Sample Crime Stoppers, Inc will follow generally accepted accounting principles and guidelines.

Budget Process:

1. The annual operating budget for the fiscal year will project income and expenses. It will provide for programs and support services as outlined in the board-approved work plan for the year.
2. The board will approve the annual budget prior to the beginning of the budget period.
3. Monthly or quarterly financial statements comparing revenue and expenditures and including a balance sheet, will be provided to the board of directors, with significant variances to the budget identified and explained.
4. During the budget year, any major change of income or expenditure which would significantly alter the annual plan of operation will be reflected in a budget revision and approved by the board of directors. (The board should define what constitutes a significant change or variance)

Financial Practices:

1. The treasurer will follow standard business practice in payment of corporate obligations and will maintain adequate liquid reserves to meet those obligations. Anticipated expenses must be approved before the expense is incurred.
2. The board will authorize by resolution the members of the board who will sign checks for the program. Checks will require two signatures. Checks for the program will be consistent with the budget and annual plan of operation.

Authorized signatories are the President, Vice President, Secretary, Treasurer and other designated board members.

3. The board by resolution will determine the procedure for approving reward payments. The policy should be comprehensive and include who is eligible (calls to tipsline only), conditions (upon arrest, etc), and amount to be paid (method & maximum).
4. Cash reserves will be invested according to board-approved investment policies.

Internal Audit Committee:

1. The internal audit committee will review the programs financial records and insure that the records meet the Program's financial standards. The internal audit committee will consist of board members or be chaired by a board member. Board members who can sign on the bank accounts or prepare the financial records are not eligible to be on the internal audit committee.
2. The internal audit committee will develop written procedures to be used by the committee to audit the records. The committee will audit the Program's records periodically during the year and at year end.

Procedures could include: review of bank reconciliations for accuracy, review canceled checks for two valid signatures and proper endorsement by the payee, compare board minutes to the reward disbursements, verify paid invoices have been approved and match them to the check, and match receipts to source documents such as membership lists or cash receipts.

3. The internal audit committee should prepare a written report to the board of its findings. The committee would make recommendations for proposed new procedures and improvements to the internal controls of the organization.

Financial Reporting:

All crime stopper programs should strive to meet minimum financial standards. These standards include written policies for financial standards and an internal or external audit committee. Programs should have a financial statement, with varying levels of reports from a CPA, based upon the dollar amount of the programs annual revenues or expenses. The accountant must be independent per the standards set by the AICPA or International Accounting Standards.

Programs with either annual revenues or expenses:

- a. Under \$25,000 should have a compilation report.
- b. Over \$25,000 and under \$100,000 should have a review report.
- c. Over \$100,000 should have an audit.

The term CPA refers to Certified Public Accountant in the United States. This could be a Chartered Accountant, or equivalent designation in the country where the Crime Stoppers Program is located. In nations where compilation or review reports are not a standard, then an Unaudited Financial Report prepared by a CPA would be considered equivalent.

Asset Protection:

1. The investment policy of the program will be approved by the board of directors and reviewed annually.
2. The total amount on deposit in accounts at each financial institution shall not exceed FDIC insurance limits (or similar insurance limits). (FDIC limit is \$100,000 per organization)
3. The program will secure insurance to adequately protect the program from losses due to employee theft or dishonesty. (It is common to have a waiver of this requirement for the treasurer in the program bylaws)
4. The board will review the programs insurance needs at least annually. The board may purchase insurance against casualty and liability losses to the corporation or its board members in performance of their duties on behalf of the corporation.

APPLICATION FOR NASHVILLE CRIME STOPPERS BOARD OF DIRECTORS

Personal: _____ Date: _____
Name: _____
Home Address: _____
Date of Birth: _____ Married? _____ If Yes, Spouse's Name: _____
Social Security Number: _____ Driver's License (State & Number): _____
Employer's Name: _____
Employer's Address: _____
Position Held: _____ Years Employed: _____
Work Phone: _____ Home Phone: _____
Fax Number: _____

Please list other clubs, charities and civic organizations you are presently associated with:

If you are elected to the Board of Directors, how can you help us achieve our goal of fighting crime in Nashville (i.e. fund raising, promotional, administrative, etc.)?

Waiver of Confidentiality

I understand that a routine criminal background investigation will be conducted with the information I have provided. This information shall remain confidential and used solely for determining my fitness to serve as a Director, Nashville Crime Stoppers Board of Directors.

Signature: _____

By signing this application, you agree to devote your time and efforts to Nashville Crime Stoppers and abide by the applicable Crime Stoppers by-laws which will be furnished to you.

Signature: _____

<i>Crime Stoppers Use Only:</i>	
Board Member who recommended this prospective member:	_____
Seconding Board Member:	_____
Board of Directors Approval:	
Membership Chairman:	_____ Executive Committee Approval: _____
Nomination Date Before Full Board:	_____ Results: _____
First meeting new Board Member may attend:	_____

SUGGESTED RESOURCES

Crime Stoppers International, Inc. Operations Manual Cost \$ 38.00

OTHER MEMBERSHIP ORGANIZATION:

National Center of Nonprofit Boards
2000 L Street, NW Suite 510
Washington DC 20036-4907
(800) 883-6262 (202) 452-6262 or www.ncnb.org

This is a good source for governance tips and booklets. Annual membership is \$58 and provides a discount on materials and newsletter.

Some booklets to consider from NCNB:

Ten Basic Responsibilities of Nonprofit Boards by Richard T. Ingram

Six Keys to Recruiting, Orienting and Involving Nonprofit Board Members by Judith Grummon Nelson, available with disk of tools.

The NCNB Nonprofit Governance Series addresses governance issues of immediate concern to the board. It contains 16 concise booklets that answer questions relating to the board's fundamental responsibilities and involvement in specific key areas.

The legal obligations of Nonprofit Boards, a guidebook for board members by Jacqueline Covey Leifer & Michael B. Glomb

General Reference:

Guidebook for Directors of Nonprofit Corporations, published by the American Bar Association, Section on Business Law, 1993. A good overall reference, although some of your state laws may be inconsistent with the Guidebook's general discussion. Cost \$ 19.95 plus handling, ABA Order Fulfillment 50, 9th floor, 750 N. Lake Shore Drive, Chicago, IL 60611