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***TRAINING AND TECHNICAL ASSISTANCE
FOR MISSING AND EXPLOITED
CHILDREN'S ORGANIZATIONS
FINAL REPORT***

NCJRS

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ACQUISITIONS

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by
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NOTICE ON FOURTH QUARTER REPORT FOR THE GRANT PROJECT

It should be noted that the time tasks and objectives for the final quarterly report were met and are included in this overall *Final Report*; therefore, please allow this *Final Report* to serve as both the required quarterly report and the final report as in compliance under the terms of OJJDP grant regulations.

**TRAINING AND TECHNICAL ASSISTANCE FOR
MISSING AND EXPLOITED CHILDREN'S ORGANIZATIONS
FINAL REPORT**

HISTORY AND NEED FOR THE GRANT PROJECT

Until the mid 1980s, America's lawmakers and judicial system centered their attention on strengthening laws against child exploitation and abduction. Likewise, government and private research agencies worked to better understand the growing problems of the nation's runaway and throwaway youth population, while program services for these children and their families were marginal at best. Unlike the growing trend of the crime victim's movement, funding and general support to community and government-sponsored program services for missing and exploited youth were virtually non-existent. Only a handful of program services were established for the families of missing and exploited children -- with the majority of services being provided by non-profit entities. As such, fewer funds and resources have been traditionally created for missing and children nonprofit organizations in providing critically needed guidance and technical assistance, necessary to run efficient and effective program services that address the needs of America's missing and exploited youth and their families.

For example, crime victims services have now been established in some form in every state. While the degrees of services vary, almost all crime victims are guaranteed services from at least one source, if not several. Sources which may include: prosecutor and law enforcement-based victim service programs; state victim compensation programs, and community support services. Although these services are often extended to the families and surviving children of abduction and exploitation, many of these program services are dependant upon the arrest and prosecution of an offender. For many missing and exploited children and their families, offenders will never be identified or apprehended and as such, services will not be available to them. As for the handful of missing and exploited children's organizations, they have traditionally functioned independently in providing

support, aid, resources and services to missing and exploited children and their families. They have done so with little staff, little money and little professional assistance within the community and criminal justice system. For too long, there has existed no *multi-disciplinary* approach to these services.

Recognizing this need, the Federal government took the lead in identifying the plight of this undeserved population. In 1984, sensing the urgency of the missing and exploited children issues, and on its own initiative, the U.S. Department of Justice, Office for Juvenile Justice and Delinquency Prevention (OJJDP), provided funding to establish the National Center for Missing and Exploited Children (NCMEC). This initiative launched a national, toll-free hotline and provided for training and technical assistance to law enforcement and other criminal and juvenile justice personnel responsible for detecting, investigating and resolved missing and exploited children's cases.

The establishment of NCMEC was a significant step towards developing a system to address the needs of missing and exploited children and their families. NCMEC has performed myriad vital services on a national level to educate and train law enforcement personnel about their responsibilities in these cases. Among many other services, NCMEC has served as a national resource, publishing many booklets and brochures for the general public's consumption, as well as for technical and professional audiences.

However, even before NCMEC was established, there were a handful of nonprofit children's organizations attempting to address the newly identified needs of missing and exploited children and their families. In the 1980s, missing and nonprofit organizations grew rapidly in response to the increasing numbers of missing and exploited children. Many of these organizations were created by parents of such children. Although the formation of such agencies is to be applauded, many of these NPOs lacked the skills, information and resources necessary to establish state-of-the-art programs and services. Because there were little or no technical advisors available for technical assistance, start-up procedures, strategic planning and high-ranking program services, many of the NPOs

founded in the 1980s closed due to a lack of funding or community support, or until the services they provided stagnated. Without a doubt some organizations flourished. These organizations were fortunate to have sufficient budgets to hire the professional staff necessary to provide a wide array of program services, to seek continued funding, and to better educate and alert their communities of the critical need to address the issues concerning missing and exploited children. In essence, they set about to bring the issue to the forefront - as a both a community and a national crisis.

For many dedicated nonprofits, volunteers comprised the core of the staff and provided the majority of services. All too often, volunteers could not be recruited or properly trained because no funds existed for the hiring of a professional volunteer coordinator -- leaving many valuable volunteers without the drive, guidance or training necessary to the running of a stellar program. Unfortunately, along with genuinely concerned citizens, some who sought to exploit the issue for their own enrichment also set up missing and exploited children's organizations; thereby, causing "honest", struggling NPOs credibility problems. No standards of procedure existed to exclude these "charlatans" from taking advantage of a family's or a community's pain and rage following the aftermath of an child abduction or exploitation.

FIRST SURVEY OF MISSING AND EXPLOITED CHILDREN'S ORGANIZATIONS

In 1985, OJJDP contracted to conduct a nationwide survey of the then existing 165 organizations and agencies identified by NCMEC as providing services to missing and exploited children and their families. This was the first attempt to classify missing children's organization and the services they provided. The survey reported the following:

- More than three-quarters of the respondents were incorporated as nonprofit, 501(c)(3) organizations;
- The majority of the programs had no paid staff; volunteers were depended upon to deliver services;

- Public education and information were the primary services being provided by the respondents;
- More than half of the respondents reported they provided parents and law enforcement with leads and information on a missing child's whereabouts. More than half of the respondents maintained a missing child's case;
- Approximately 90% of the existing programs were started as a result of the trauma of a missing or exploited child from the area; and perhaps most important:
- Missing and Children's organizations had lost credibility with law enforcement officials as the public relations image of these organizations eroded.

To counter the concern of unscrupulous practices by some NPOs, the respondents ranked their primary area of need as "receiving additional training to improve service delivery and standards for programs." Training opportunities for NPOs serve several purposes. They include: re-establishing credibility through the establishment of an improved working relationship with an involved, committed board of directors; strengthening financial integrity; conducting strategic planning to best determine the individual needs of missing and exploited children and their families; and seeking greater community acknowledgement and involvement in funding, preventative educational programs and funding support. With supporting data collected by NCMEC, it became apparent that NPOs were in jeopardy of survival without increased support, training and technical assistance.

In 1988 there were 165 NPOs, but in 1991 that number had decreased to only 48 Justice Department recognized operational missing and exploited children's organizations. The failure of the 113 NPOs can be attributed to the origins of the vast majority of these organizations. As stated previously, many of these organizations were opened as a direct result of a missing or exploited child case in a given community. Once the status of the missing or exploited child was known, either through death, recovery and/or prosecution, the impetus for the organization was no longer apparent. Many of these organizations were hastily founded; therefore, they lacked the financial sources, necessary staff,

community support, and/or long-term direction from a board of directors for growth over the long haul. Rather, they were spawned as a direct result of an individualized episode as opposed to a national tragedy.

While it is tragic that many earlier established NPOs did not possess the skills, funds or guidance necessary to remain viable, it must be noted that of those surviving NPOs, the services they perform have continued to be proven vital to the emotional welfare of the families they serve, and for acting as a voice for the thousands of missing and exploited children on a national level. Many of these vital services include:

- **Development and dissemination** of missing child posters or publications prompting a quicker response in locating missing children;
- **Volunteer services** to further the program's reach to missing and exploited children's families and to the community at large;
- **Initial family support** to that the family can continue to function as a family in the period immediately following the abduction or exploitation of a child;
- **Case/Court monitoring** for cases as they progress through the criminal justice system which supplies support and information to missing and exploited children's families;
- **Search assistance** by recruiting and training personnel and volunteers in assisting with ground, air and water searches under the supervision of a public safety agency;
- **Family media relations** to protect the victim's family while at the same time using the media to publicize the case and assist in the location and recovery of the missing child;
- **Legislative advocacy** to educate community, state and federal legislative bodies concerning the needs of missing and exploited children and their families;
- **Location and recovery assistance** to law enforcement officials by collecting public record searches, developing and accepting "lead" information that are forwarded to law enforcement officials for further consideration;

- **Family technical support** by providing guidance to searching parents by helping them to understand the steps necessary to navigate the bureaucracy and support the location and recovery of their child(ren). These services may also include preparing families for reunification and arrange transportation and accommodations for the reunion when it occurs; and
- **Family counseling** ranging from peer support groups to individual and group counseling sessions.

As can be seen by the services above, the survival of missing and exploited children organizations is critical if children and families of missing and exploited children are to receive the services they need to best address the abduction and/or exploitation of their child. Recognizing the valuable services these organizations offer, the Office for Juvenile Justice and Delinquency Prevention awarded the National Victim Center (NVC), along with co-applicants, National Committee for Prevention of Child Abuse (NCPCA) and Medical University of South Carolina Crime Victims Research and Treatment Center (MUSC/CVRTC), a one year grant (with two supplemental awards) to provide this critically needed training and technical support to the remaining missing and exploited children's organizations. The grant began in March 1992 and expired in March 1995.

PROJECT GOALS

The overall goal of this grant project was to provide NPOs with training and technical assistance to enhance their capacity to serve their communities, to assist in the prevention of abductions and sexual exploitation, and to aid in the recovery of these children and to provide services to child victims and their families. To accomplish these goals, three years of anticipated services, resources, trainings and technical assistance were planned.

However, the overall goals of all three years were met by the following objectives:

- **To conduct a thorough assessment of existing NPO services, available training and technical assistance materials and identification of training and technical assistance needs of NPOs;**
- **Design and develop a training curriculum and technical assistance plan responding to the findings of the needs assessment; and**

- **Implementing a training curriculum and technical assistance plan through regional and national workshops and dissemination of other relevant materials.**

To implement many of the program strategies highlighted in this report, it should be noted that an Advisory Board of leading experts in the area of child exploitation and abduction was established. This "cutting-edge" panel of many of the nation's leading experts was established to provide the National Victim Center with expertise, insight and guidance into the needs of missing and exploited children; current trends in policies and practices concerning missing and exploited children; and practical hands on experience in meeting the service needs of this distinct population.

TRAINING NEEDS ASSESSMENT: SURVEY TOOL AND CONCLUSIONS

(It should be noted that a copy of the Final Survey has been provided to OJJDP. This brief highlight defining training and technical assistance needs priorities in no way provides full justification to the manner in which the survey was created, conducted, its selection criteria, or scientific or mathematical justifications. Furthermore this brief narrative does not provide information on the services provided by NPOs, their organizational structures, etc. The information highlighted below only provides the training and technical assistance priorities identified from this survey. For all other information elicited from the survey, the reader should refer to the Final Report for more in-depth narrative.)

As proposed in the grant proposal, NVC, NCPC, MCSC/NCVRTC conducted an extensive, exhaustive needs assessment of missing and exploited children's NPOs to determine their needs for the upcoming three years of the grant project. In December, 1992, the results of the needs assessment survey were analyzed and compiled into a final report to OJJDP. The primary objective of the survey was to identify the most crucial training and technical assistance needs facing NPOs to date. The telephone survey was conducted by a contracted professional survey research organization, Schulman, Ronca and Bucuvalas, Inc. (SRBI). A sample of missing and exploited children's nonprofits were provided by NCMEC and of this sample, 54 NPOs were chosen randomly for the survey. Of these 54 NPOs, 33 chose to participate in the survey. The content of the survey included extrapolating information on:

- Type, source and amount of organizational funding;

- Types of services performed;
- Extent of the NPO's networking with law enforcement and other public and private agencies;
- Training and educational levels of paid and volunteer staff;
- Perceptions regarding needs amenable to resolution through training and technical assistance; and
- Areas in which NPOs would be willing to provide assistance to their NPOs in training and technical assistance delivery.

A variety of training and technical assistance needs to improve direct services was identified among survey respondents, among them:

- Establish standard protocols and develop accreditation in the field;
- More input from law enforcement about what they need from NPOs to search for missing children;
- More Bar association assistance to put NPOs in touch with low-cost (legal) help;
- More effective ways to deal with parental kidnapping;
- New techniques on searches, including computer search capabilities;
- Sharing information with other nonprofits;
- Access to quicker age-enhancement technology; and
- Training in legal bureaucracy procedures for custody court procedures and interstate custody rights.

Additional technical assistance needs included:

- Training and technical assistance for board of directors development including: board expansion, board responsibilities and training of board;
- Training and technical assistance in risk management and insurance for the nonprofit, paid staff and volunteers;

- Training and technical assistance for better management of NPO financial resources;
- Training and technical assistance in fundraising and resource development;
- Training and technical assistance to promote more effective techniques for increasing public awareness through the media;
- Training and technical assistance in expanding the NPO network of alike or allied professionals;
- Training and technical assistance in communications technology, *i.e.*, *computers, fax machines, age enhancement, etc.*, to increase program services and communication with NPOs

Additionally, a second survey was conducted to: 1) explore the attitudes of NPOs about the possible formation of a professional association or formal network of nonprofit organizations that serve missing and exploited children; 2) determine the types of services NPOs would most like to such an association provide; 3) identify NPOs' perceptions about the advantages and disadvantages of having a professional association of NPOs; and 4) to ascertain the willingness of NPOs to participate in a meeting to discuss the possible formation of such an association.

Results of the survey indicated a strong support (90%) for the possibility of forming a professional association. Advantages were seen to be: greater strength through unity; better quality control for NPOs; improved coordination of service delivery; greater opportunities to learn from what other NPOs were doing; and reduced fragmentation and mutual support. Some concerns expressed included: the association may set membership criteria too difficult for their group to meet or that the association would weed out some of the groups; competition or jealousy among members might cause problems; insufficient personal and/or financial resources to support the establishment of such an organization; individual NPOs may lose their identity; and the association would not reflect the desires of its members.

Overall, the possibility of forming a professional association over-rode the concerns about its formation. Respondents to the survey felt that an association would be able to:

- Provide a "national" unified voice for member organizations;
- Educate the public about the problems of missing and exploited children and their need for services;
- Aid in the passage of laws providing children with stronger legal protection;
- Generate more public awareness through national media attention;
- Develop minimal membership standards; and
- Develop a "code of ethics."

Of the respondents surveyed, the vast majority indicated they would use the services of such an association. As a by-product of the grant, the Association of Missing and Exploited Children's Organizations (AMECO) was incorporated and formally announced in October of 1994. As of this writing, AMECO is up and running smoothly, has elected a board of directors and developed a "code of ethics" and membership criteria. Although NVC played a small part in aiding NPOs the formation of AMECO and OJJDP did approve a \$5,000 technical assistance award to AMECO for start-up costs, the participating NPOs are and have been fully responsible for its formation and development. (Sample promotional materials on AMECO are attached in the appendix of this report.)

TECHNICAL ASSISTANCE PLAN:

To meet the overall goal of the grant project -- to provide state-of-the-art training and technical assistance to missing and exploited children's organizations, several strategies were employed to meet this goal. These strategies included:

The Development of Technical Assistance Bulletins

Participating NPOs received a total of six technical assistance bulletin for each of the grant's three years. These technical assistance bulletins were designed to: share emerging issues and trends affecting missing and exploited children; issues and trends affecting the

organizational capabilities of missing and exploited organizations in general; provide technical support on specific training issues of interest to NPOs; and to provide a vast array of other useful information such as hints, tips and suggestions for strengthening and managing their volunteer pool and board of directors.

Establishing A Special Collection/Lending Library

Another service provided NPOs under the terms of the grant was the establishment of a special library collection containing the most up-to-date, relevant resources and training information for missing and children organizations. Resources contained in the special collection include, but not limited to: training curricula and outlines; books; articles; research findings and summaries; and bibliographies. An additional feature of the special collection was its availability to NPOs. The materials were available on a "loan" basis to requesting NPOs. The collection was started in the first year of the grant's life and throughout the life of the project, resources were purchased or collected to augment the originally collected materials. NVC is proud to report the establishment of a considerable collection of materials that boasts issues surrounding, but not limited to: child abduction and exploitation, volunteer management, board of director related topics, up-to-date statistics and government publications, newspapers specifically targeted to the nonprofit; fundraising, risk liability and numerous brochures, promotional materials, and research papers.

Many of the NPOs did take advantage of the "lending" aspect of the collection. Numerous books, resources and articles were "checked out" by NPOs. Additionally, the NVC librarian handled many request for technical assistance, and as a result performed much research and forwarding of needed materials.

The Development of Two Strategies for Action: "Missing Kids Day" Kits

In 1983, then President Ronald Reagan proclaimed May 25 as National Missing Children's Day. As such, missing and exploited children's organizations have used this day to call national attention to the plight of America's missing and exploited children. Activities for

this day have ranged from national, state and local proclamations; community awareness campaigns; and fundraising opportunities.

However, conducting such activities can be time and staff consuming to any organization, and small nonprofits are no exception. As a component of this grant project, the National Victim Center proposed and undertook the development of a "Strategies for Action" Kit for Missing Kids Day. This kit has been replicated from a similarly designed Center publication nationally known "Strategies for Action" National Crime Victims' Right Day. This kit, began in 1986, was originally designed to provide organizations with resources for the development of a public awareness campaign to inform the community and the nation at large of the plight of crime victims. The kit's resources help to accomplish this by supplying organizations with promotional materials, ideas and helpful hints to enhance their public awareness campaigns. And Missing Kids Day is no exception.

The Missing Kids Day Strategies for Action kit provides everything an organization will need to commemorate the day by providing: a theme for the yearly celebration; quality camera ready artwork for posters, advertisements, promotional materials, bookmarks, and buttons; helpful suggestions for building community activities around the yearly commemorative theme of missing children; practical hints in recruiting volunteers and staff to conduct various community activities; and suggestions for fundraising opportunities. Additionally, the kit provides sample proclamations for state and local government leaders, updated statistics, and public service announcements for use in all print and voice media.

In Year One of the grant, the theme for Missing Kids Day was "I Wonder Where They Are." This theme was chosen because it directed the viewer or observer to reflect on the "unknowns" surrounding child abduction and runaways - is he or she safe and alive? The kit's artwork depicted a theme of children's faces highlighted in "stars", as in, "twinkle, twinkle little star, I wonder where you are." The theme was very effective in enforcing the unknown whereabouts of so many missing and exploited youth. Promotional materials were developed with this theme in mind which included posters, buttons and bookmarks.

The theme for Year Two was changed to: "Keep Your Porch Light On: Help Light Their Way Home." This theme was selected in honor of Johnny Gosch, missing since 1982, and his parents resolve to leave their porch light on until Johnny returns to turn it off. The theme also symbolizes the need to further "shed" light on the national disgrace of our nation's runaway and throwaway youth. The grant's missing and exploited children's organizations have elected to use this theme and its artwork as their "consistent" theme for future Missing Kids Day commemorations. Artwork was designed to reflect the theme of lights, and the illumination of hope, love and safety for those trying to find their way home again. As in Year One, the kit provided the participating NPOs with resources to commemorate the day but expanded community events and activities for public awareness and fundraising.

As previously mentioned above, the participating NPOs decided to continue the "Keep Your Porch Light" theme for Year Three. Additionally, they did not feel that they need a new kit in which they were provided information on conducting community and fundraising events as they had been so well covered the previous two years. They did, however, want to see the modification of last year's posters so they could better highlight their own program services. Upon receiving approval of the project's OJJDP grant monitor, these changes were made to the artwork by the project staff and each NPO received new camera ready artwork, along with a supply of promotional materials for their use in community awareness events.

As mentioned earlier, it was determined by the NPOs that the two previous "Strategies for Action" Missing Kids Day kits were satisfactory for meeting their needs in publicizing Missing Children's Day. Rather than receiving the kits, they requested that the posters designed for last year's kit be modified to better allow individual NPOs to highlight their program's name and contact information. Additionally, it was requested that the AMECO logo be added to NVC's on the posters. This request was honored and the artwork was reconfigured to meet this request. Each NPO received an 8.5" x 11" camera ready artwork for three different posters for reprinting in their jurisdiction. In addition, each

agency received ten 17" x 22" posters for general distribution, as well as bookmarks and promotional buttons for use in highlighting Missing Kids Day. OJJDP was advised of the NPOs' requests and approved NVC's request to not develop a formal "Strategies for Action" kit but to increase poster, bookmark and button allocations.

An additional product of the grant, not originally presented, but nonetheless a coup for the project, was in the development of a video public service announcement using nationally known celebrities to highlight the commencement of Missing Kids Day. These PSA incorporated the "Keep Your Porch Light On" theme and were not dated with a year so they will remain timely for many years to come.

Providing For Cycle Funding Requests

To meet the technical assistance needs of each individual NPO, a technical assistance plan was developed that was tailored to the needs of the individual organizations by allowing for the solicitation to training or technical assistance funds. The funds were set aside from the grant's operating funds to provide NPOs with organizational specific technical assistance. Some of these requests included funds to: conduct or receive computer training to best utilize the computer system used by the NPO; to receive training from area law enforcement agencies to better enhance the working relationship of the law enforcement community and the NPO, while providing the most comprehensive search and recovery support available to missing children and their families; on-site technical assistance to visit model, state-of-the-art peer programs so that these capabilities could be incorporated into other NPOs; cluster trainings and etc.

Although strict, formal guidelines for requesting technical assistance funding were not developed as to allow for NPOs to have a more creative approach in addressing their technical assistance needs, basic criteria was developed for approval of technical assistance funds. NVC looked to its advisory board to recommend the approval or denial of such requests. Their recommendations were then forwarded to OJJDP for final approval or denial. Those requests most often denied included a request for the purchase of computer hardware. The main criteria for approval was:

Appropriateness of the Request - The request had to address overall goals of the grant project such as training on missing and exploited children's issues that could not have otherwise been supported by individual agencies, either in attendance or hosting.

To apply for technical assistance funds, the NPO was required to submit a request in writing. Each request required a full disclosure to the need for the funds, the amount of funding sought and the predicted outcome of the technical assistance. Once received, NVC reviewed the request for their applicability to the grant's goals and if relevant, then submitted the request for approval from the Advisory Board. Once a decision was made, the NPO was notified of the denial or approval decision. NVC would then issue the funds from its allotted OJJDP funds to cover the approved costs. These approved requests for year one included:

- \$5,000.00 seed money to aid in the incorporation and granting of a nonprofit status to the Association of Missing and Exploited Children Organizations (AMECO);
- On site specialized training; and
- Off site specialized training.

In year two, NVC received 13 requests for technical assistance funding. This funding was approved for several of these request. Sample requests and approvals included:

- On site computer consultation and basic computer training;
- Attendance at a upper management training seminars;
- Funding cluster trainings hosted by NPOs in specialized skill building areas, i.e., Paul and Lisa Program for their work with street outreach; and
- Consulting fees (limited) for outside assistance in conducting strategic planning.

In Cycle II, five requests were awarded and the remaining eight awards were denied because they did not fall within the scope of the grant.

In year three, NVC received numerous requests for technical assistance funding; however, the grant was not granted a six-month no cost extension as expected to expend technical assistance dollars. This decision forced NVC to withdraw its solicitation of Cycle III Technical Assistance dollars. Only one Technical Assistance request was paid from Cycle Three funds as it had been approved during Cycle II. Financial assistance was provided for on-site computer training.

Consideration of AD HOC Technical Assistance Requests

NVC provided assistance in numerous Ad Hoc technical assistance requests. A sampling of such requests included:

- Reviewing and commenting on draft proposals for foundation funding;
- Providing pay structure information on a program's chief operating personnel based upon national averages;
- Researching grant funding opportunities; and
- Providing general fundraising ideas and/or strategies.

Conducting Computer Network Feasibility Studies

As a component of the needs assessment survey conducted in year one of the grant, a computer network feasibility study was conducted to determine the state of computer capabilities among the participating NPOs. The study found that three-fourths of the NPOs had at least one computer. However, almost all of the respondents indicated a need for training or technical assistance to enhance the utilization of their computer systems.

Additionally, the need for more or enhance computer capabilities was indicated from the survey. As such, a computer technology sub-committee of the Advisory Board was created to further study the needs of NPOs and their system capability for participation in a NPO computer network.

Additionally, the subcommittee was given the task of exploring ways to obtain low- or no-cost hardware and software for NPOs and the feasibility of establishing a computer network for NPOs. In follow-up to the committee's findings, project staff learned that the need to expand the organization's computer base was a priority. Many of the computers owned by individual organizations were donations or used purchases and as such, many of the systems were severely out-dated and non-compatible with a NPO computer network. It was also determined that fax capabilities were also lagging considerably behind the newest technology. Many of the NPOs did not have fax machines that would allow for the clear transmission of missing children's photographs for a more timely response in locating the child. The same results were received concerning out-dated printing equipment. Many NPOs did not have laser printers necessary in reproducing quality photographs of missing children.

Many survey respondents indicated a need for a higher pixel ratio to their printing needs. Just prior to the notification of OJJDP that this grant would not be granted a no-cost six-month extension, project staff had approved tentative approval from the comptroller's office to purchase such needed equipment under the technical assistance category of the grant. Due to the expiration of the grant, this could not be accomplished; therefore, a continuing, critical need for enhanced computer capabilities still exists for many of the NPOs.

Developing and Hosting State-of-the-Art Training Conferences

As a component of the training portion of this grant, participating NPOs were treated to several conferences specifically concerning the needs of missing and exploited children's organizations and the children they serve. The training opportunities included several National Victim Center hosted training sessions and conferences and participation in one national conference provided by an outside entity.

Additionally, at each conference the project's Advisory Board and AMECO members were brought together to discuss current trends in the delivery of program services, growth of the organizations and to review technical assistance requests. Each of these gatherings also

offered training opportunities.

Examples of National Victim Center sponsored training includes:

- **December 1992 - Training and Technical Assistance for Private Nonprofit Organizations Involved With Missing and Exploited Children Training Workshop.** A training workshop was held in Dallas, Texas to provide participants with workshops addressing the issues surrounding missing and exploited children. Additionally, the training workshop allowed project staff to conduct a much needed focus group to determine the immediate needs of the organizations in attendance. This training opportunity paved the way for the meeting of and the working with grant project recipients. Twenty-three NPO representatives attended the session;
- **March 1993 - Missing Children Nonprofit Organizations Training Conference: Providing Victim Services.** A cluster training was held in Albuquerque, New Mexico to provide participants with the basics of victim services and program development. Each participant received a comprehensive training manual replete with companion resources on such topics as: victims in the media; nonprofit fundraising, peer support groups, overview of the criminal justice system, stress and burnout, working with law enforcement and victim service professionals, mental health needs, VOCA and victim assistance, missing children and the media, etc. Forty-two NPOs, conference staff and speakers attended the conference.
- **May 1993 - Computer Technology Cluster Training.** A cluster training was held in Arlington, Virginia to further the NPOs ability to utilize current computer capabilities and to orient those in attendance to emerging trends in computer technology. Fifteen NPO representatives attended the training;

- **June 1993 - Mediation to Prevent and Recover Missing Children.** A cluster training was held in Fishkill, New York to provide participants with a unique and innovative method for facilitating the return of parentally abducted children -- through the art of mediation. Participants were treated to a presentation by Child Find of America. Twenty-one NPOs or their representatives attended the training;

- **July 1993 - Strategic Planning for the Future.** A cluster training was held in Reno, Nevada and boasted thirty-six attendees with the majority representing NPOs and the remainder, Advisory Board members;

- **November 1993 - Grant Writing and Special Event Fundraising.** A cluster training was held in Tucson, Arizona to provide participants with skills building resources to aid them in fundraising and conducting special event fundraisers. Seventy-five NPO participants, project staff and speakers attended the conference.

- **October 1994 - Focus on the Future: Developing A National Response to the Needs of Missing and Exploited Children and Their Families.** A national conference was held in Minneapolis, Minnesota to provide participants with workshop tracts on such topics as: confronting the problems of missing and exploited children through prevention and intervention, strategies for working with the criminal justice system, managing international abduction cases, volunteer program development and management, working effectively with law enforcement, networking with victim service providers and appropriate agencies, legislative prospective, controlling risks in nonprofit organizations, etc. A total of 65 participants, project staff and conference trainers attended the conference.

Providing for Training Opportunities Offered by Outside Agencies Other Than the National Victim Center

In March 1995, NPOs were offered an additional training opportunity by the grant. NPOs were given an opportunity to attend the Eleventh National Symposium on Child Sexual Abuse in Huntsville, Alabama. Huntsville is internationally known for its outstanding conferences in the area of child sexual abuse and child exploitation. It draws participants from many allied disciplines and boasts an exhaustive training agenda. NPOs were able to attend a number of new workshops offered this year on the issues specifically addressing the issues surrounding missing and exploited children.

An additional benefit of attending the conference was to provide the networking framework that will bring missing and exploited children organizations into the mainstream rather than the fringes of professional affiliations. Strengthening these ties with allied professionals will prove to be invaluable in years to come as the issue of missing and exploited children becomes more in the national forefront. Many of these allied professionals began their service to crime victims during a time not unlike those of missing children's organizations today -- without sufficient resources, money, time or support to provide critically needed services.

Huntsville also provided the AMECO Board an opportunity to host a general membership meeting and strategic planning session. It should be noted that each time the Advisory Board and/or the AMECO Board meet (twice each year for three years), a comprehensive agenda was planned for additional training. The training agenda addressed more issues concerning the formation and management of a successful organization than on the needs of missing and exploited children exclusively. It was thought that the organizations need some specific training in organizational management to increase their ability to grow strong. A sampling of a training agenda included:

- Establishing business plans for NPOs;
- Budgeting resources;

- Developing an accounting system for the organization;
- Obtaining Federal tax exemption status; and
- Relationships with C.P.A.s and Federal Agencies.

CONCLUSION

Although it was stipulated by the project's OJJDP grant monitor that this Final Report was not required to provide recommendations for addressing continuing or future needs of missing and exploited children's organizations (rather the Final Report was to focus on what had been provided), the National Victim Center would feel remiss if they did not offer some overall observations as to the continuing and future needs of these critically needed organizations. Therefore, the National Victim Center offers the following:

Although the funding of the Training and Technical Assistance for Missing and Exploited Children's Organizations project has served as a pivotal point in the beginning of a multi-disciplinary approach for nonprofit missing and exploited children's organizations to best serve the needs of missing and exploited children and their families nationwide, it serves as only the first in many steps necessary to fully train these vital organizations. Continual training and technical assistance funding should be considered to further their skill levels so they can stay abreast of emerging trends and issues facing missing and exploited children and their families in the years to come. One consideration for supporting missing and exploited children's organizations' efforts is in the funding of computer technology for the NPOs. This is one area that continued to resurface throughout the life of the grant project. There is a critical need to "link" all each organization to the other. Without this technology, NPOs will remain at a severe disadvantage to communicate in a timely manner in crisis situations concerning missing and exploited children. With increased computer technology and the training to utilize the new technology, missing and exploited children's organizations will be able to "alert" themselves, law enforcement and allied professionals to the abduction, runaway and exploited status of new children as they enter the system. This "link" will also allow them to access many data- and photo-bases of missing children already in existence. Additionally, their ability to access and to "update" information on

new leads or sightings will aid the entire continuum of missing and exploited children allied professionals without costly time delays.

Although there are several of the grant's participating organizations that have no computer equipment, fax machines or printers, most do have access to basic equipment. This equipment is, however, severely out-dated for the majority of the organizations.

APPENDIX I

***LISTING OF ADVISORY BOARD MEMBERS
AND
PARTICIPATING NONPROFITS***

**OJJDP TRAINING AND TECHNICAL ASSISTANCE
FOR NON-PROFIT MISSING AND EXPLOITED
CHILDREN'S ORGANIZATIONS**

ADVISORY BOARD MEMBERS

March 9, 1995

**OJDP TRAINING AND TECHNICAL ASSISTANCE FOR NON-PROFIT MISSING
AND EXPLOITED CHILDREN'S ORGANIZATIONS
ADVISORY BOARD MEMBERS**

Ms. Carol Anastasio
494 Winthrop Avenue
New Haven, CT 06511
(203) 221-4002 (w)
(203) 777-8322 (h)
(203) 221-4082 (FAX)

Ms. Lucy Callahan *(also, NPO Mailings)
Exploited Children's Help Organization
720 West Jefferson Street
Louisville, KY 40202
(502) 585-3246
(502) 585-9760 (FAX -- Must call first)

Mr. Gordon Davis
19425 Crescent Road
Odessa, FL 33556
(813) 247-8605 (w)
(813) 920-3811 (h)
(813) 247-8750 (FAX)

Ms. Gayle File
I.D. Resource Center of Albuquerque
2913 San Mateo, NE
Albuquerque, NM 87110
(505) 883-0983
(505) 880-0948

Dr. Mario Gaboury
67 Russ Street
Hartford, CT 06106
(203) 724-0060 or 724-3500
Fax: (203) 246-6786

Ms. Marsha Gilmer-Tullis, MSW
Virginia Beach Department of Social Service
3432 Virginia Beach Road, Ste. 101
Virginia Beach, VA 23452
(804) 431-3206 (w)
(804) 545-4952 (h)
(804) 431-3300 (FAX)

Dr. Geoffrey Greif
1917 Old Court Road
Baltimore, MD 21204
(410) 821-7484

Mr. Merlin Hatch
3208 40th Ave., Court E
Tacoma, WA 98443
(206) 922-1810 (h)
(206) 219-8840 (cellular)

Detective Michael Hatch
King County Police Department
401 S. 146th Street
Seattle, WA 98168
(206) 296-7530 (w)
(206) 246-4853 (h)
(206) 296-0913 (FAX)

Ms. Barbara Johnson
National Center for Missing & Exploited Children
2101 Wilson Blvd., Ste 550
Arlington, VA 22201
(703) 235-3900 (w)

Ms. Jill LeMasurier -- Executive Director of Nevada Child Seekers
48 Sea Holly Way
Henderson, Nevada 89014
(702) 458-7009 (w)
(702) 897-8468 (h)
(702) 451-4220 (FAX)

Ms. Becky McCorry
Prevention Partners
315 Alexander Street
Rochester, NY 14604
(716) 262-2300, ext. 16
(716) 262-2935 (FAX)



U.S. DEPARTMENT OF JUSTICE
Office of Justice Programs

COPY

CATEGORICAL ASSISTANCE PROGRESS REPORT

The information provided will be used by the grantor agency to monitor grantee cash flow to ensure proper use of Federal funds. No further monies or other benefits may be paid out under this program unless this report is completed and filed as required by existing law and regulations (Uniform Administrative Requirements for Grants and Cooperative Agreements — 28 CFR, Part 66, Common Rule, and OMB Circular A-110).

1. GRANTEE National Victim Center		2. AGENCY GRANT NUMBER 92-MC-CX-0003	3. REPORT NO.
4. IMPLEMENTING SUBGRANTEE		5. REPORTING PERIOD (Dates) FROM: 1/1/95 TO: 3/31/95	
6. SHORT TITLE OF PROJECT Missing Kids Grant/NPO Assistance	7. GRANT AMOUNT 250,000	8. TYPE OF REPORT <input type="checkbox"/> REGULAR <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT	
9. NAME AND TITLE OF PROJECT DIRECTOR Ellen Alexander, Project Director	10. SIGNATURE OF PROJECT DIRECTOR <i>Ellen Alexander /pbz</i>	11. DATE OF REPORT 5/15/95	
12. COMMENCE REPORT HERE (Continue on plain paper)			
13. CERTIFICATION BY GRANTEE (Official signature)			14. DATE

**OJJDP TRAINING AND TECHNICAL ASSISTANCE
FOR NON-PROFIT MISSING AND EXPLOITED
CHILDREN'S ORGANIZATIONS**

NPO LIST

March 9, 1995

**OJJDP TRAINING AND TECHNICAL ASSISTANCE FOR NON-PROFIT MISSING
AND EXPLOITED CHILDREN'S ORGANIZATIONS
NPO LIST**

Mr. Frank Barnaba
President
The Paul & Lisa Program, Inc.
P.O. Box 348
Westbrook, Connecticut 06498
(203) 399-5338
(203) 399-4428 (FAX) Fax with Mario's

Mr. Bob Penkevich
Amber Foundation for Missing Children
2049 Spring Lake Drive
Martinez, CA 94553
(610) 437-2971
1-800-541-0777
(510) 758-0319 (FAX)

Ms. Lucy Callahan
Exploited Children's Help Organization
720 West Jefferson Street
Louisville, KY 40202
(502) 585-3246
(502) 585-9760 (FAX -- Must call first)

Mr. David Collins
President
Kevin Collins Foundation
P.O. Box 590473
San Francisco, CA 94159
(415) 771-8477
(800) 272-0012
(415) 771-0504 (FAX)

Mr. Marvin Cotton
President & Primary Executive Officer
Heidi Search Center
2402 Pat Booker Rd.
Universal City, TX 78148-3210
(210) 659-0338
(210) 659-0652 (FAX)

Ms. Ivana DiNova
Executive Director
Missing Children Help Center
410 Ware Blvd., Suite 400
Tampa, FL 33619
(813) 623-5437
(813) 664-0705 (FAX)

Officer Len Edwards
Executive Director
Commission on Missing and Exploited Children
Juvenile Court
616 Adams Ave., Room 102
Memphis, TN 38105
(901) 528-8441
(901) 575-8839

Ms. Gayle File
Executive Director
I.D. Resource Center of Albuquerque
2913 San Mateo, N.E.
Albuquerque, N.M. 87110
(505) 883-0983
(505) 880-0948 (FAX)

Ms. Melody Gibson, Executive Director
OPERATION LOOKOUT
National Center for Missing Youth
12128 Cyrus Way
Bldg. B, Suite 400
Mukilteo, Washington 98275
(206) 771-7335
(206) 347-5951 (FAX)

Ms. Nancy Heller
Executive Director
Services for the Missing, Inc.
P.O. Box 26
Gibbsboro, New Jersey 08026
(609) 783-3101
(609) 783-9583
(609) 783-9442 (FAX)

Ms. Georgia Hilgeman
Executive Director
Vanished Children's Alliance
2095 Park Avenue
San Jose, CA 95126
(408) 296-1113
fax: (408) 296-1117

Detective Sergeant Craig Hill
President
The Lost Child Network
8900 State Line Road, Suite 351
Leawood, KS 66206
(913) 649-6723
(800) 729-3463 (FAX)

Ms. Sue Krahe-Eggleston
Our Town Family Center
P.O. Box 26665
Tuscon, AZ 85726
(602) 323-1707
(602) 323-5900

Dr. Lois Lee
Executive Director
Children of the Night
14530 Sylvan St.
Van Nuys, CA 91441
(818) 908-4474
(818) 908-1468

Mr. Robert Lee
Executive Director
The Jacob Wetterling Foundation
P.O. Box 639
St. Joseph, MN 56374
(612) 363-0470
(612) 363-0473 (FAX)

Street address for FedEx:
32 1st Ave, NW; 56374

Ms. Jill LeMasurier
Executive Director
Nevada Child Seekers
25 TV5 Drive
Henderson, Nevada 89014
(702) 458-7009
(702) 451-4220 (FAX)

Ms. Marilyn Mann
President
National Missing Children's Locate Center
P.O. Box 20007
Portland, Oregon 97220-1443
(503) 665-8544
(503) 257-1308
(503) 257-1443 (FAX)

Mr. Gregory Mengell
Executive Director
Interstate Association for Stolen Children
10033 Yukon River Way
Rancho Cordova, CA 95670-2725
(916) 631-7631
(916) 852-9377 (FAX)

Mr. Gary J. Kinley
Executive Director
The Polly Klaas Foundation
1225 North McDowell Blvd.
Petaluma, CA 94954
(707) 769-1334
(800) 587-4357
(707) 766-8324 (FAX)

Ms. Laura Proctor
President, Christie Proctor Search Foundation/
Texas Association for Stolen Children
P.O. Box 515494
Dallas, TX 75251
(214) 783-1722

Ms. Kathy Rosenthal
Executive Director
Children's Rights of America, Inc.
1010 Huntcliff, Suite 1295
Atlanta, GA 30350
(404) 998-6698
(404) 998-3405 (FAX)

Ms. Judy Sadowsky
Executive Director
Find the Children
11811 West Olympic Blvd.
Los Angeles, CA 90064
(310) 477-6721
(310) 477-7166 (FAX)

Mr. Roy Stephens
Executive Director
Missing Youth Foundation
P.O. Box 44172
Omaha, Nebraska 68144-0172
(402) 289-4401
(402) 289-4626 (FAX)

Ms. Joan Thompson
Executive Director
Missing Children Center, Inc.
264 E. Highway 434
Winter Springs, FL 32708
(407) 327-4403
(407) 327-4514 (FAX)

Ms. June Vlasaty
Executive Director
The Society for Young Victims
66 Broadway
Newport, RI 02840
(401) 847-5083
(401) 738-0223
(401) 846-7810 (FAX)

Ms. Anne Lane Vosough
President
Missing and Exploited Children's Association
P.O. Box 608
Lutherville, MD 21093
(410) 290-0780

Ms. Marilyn Ward, President
Child Search/National Missing Children Center
P.O. Box 73725
Houston, TX 77273-3725
(713) 537-2111
(713) 355-6477 (FAX)

Ms. Carol Watson
Executive Director
Missing Children Minnesota
P.O. Box 11216
Minneapolis, MN 55411
(612) 521-1188
FAX: (612) 521-2204

Street address for Federal Express deliveries:
4150 Freemont Avenue North; 55412

Mr. Tom Watts
Executive Director
Children's Rights of Pennsylvania, Inc.
P.O. Box 4362
Allentown, PA 18105
(610) 437-2971
(215) 437-4090 (FAX)

Ms. Trish Williams
Executive Director
Child Quest International
1440 Koll Circle, Suite 103
San Jose, CA 95112
(408) 453-9601
(408) 453-1927 (FAX)

Ms. Cheryl Kane
Director
ChildFind of America, Inc.
P.O. Box 277
New Paltz, NY 12561
(914) 255-1848
(914) 255-5706 (FAX)

Street address:
7 Innis Avenue

Note: Currently, No Executive Director
Executive Director
One World for Children
P.O. Box 1018
Owosso, Michigan 48867-1018
(517) 725-2392
(517) 723-4769

APPENDIX II

***ASSOCIATION OF MISSING AND EXPLOITED
CHILDREN ORGANIZATION'S
BOARD MEMBERS
AND
PROMOTIONAL MATERIALS***

**OJJDP TRAINING AND TECHNICAL ASSISTANCE
FOR NON-PROFIT MISSING AND EXPLOITED
CHILDREN'S ORGANIZATIONS**

AMECO BOARD MEMBERS

March 9, 1995

**ASSOCIATION OF MISSING AND EXPLOITED CHILDREN'S ORGANIZATIONS
(AMECO) INTERIM BOARD OF DIRECTORS**

Ms. Susan Breault
The Paul & Lisa Program, Inc.
P.O. Box 348
Westbrook, Connecticut 06498
(203) 399-5338
(203) 399-4428 (FAX)

Ms. Lucy Callahan
Exploited Children's Help Organization
720 West Jefferson Street
Louisville, KY 40202
(502) 585-3246
(502) 585-9760 (FAX)

Mr. Marvin Cotton (Heidi Search Center)
7115 Comanche Ridge
Converse, TX 78019
(210) 659-0338 (Office)
(210) 659-0652 (Office FAX)
(210) 650-3653 (Phone Fax) (most currently used #)

Mr. Gary Ferry
President
Child Quest International
1440 Koll Circle, Suite 103
San Jose, California 95112
(408) 453-9601
(408) 453-1927 (FAX)

Mr. Roy Stephens
President
Missing Youth Foundation
P.O. Box 44172
Omaha, Nebraska 68144
(402) 289-4401
(402) 289-4626 (FAX)
(800) 45FOUND

Ms. Carol Watson
Missing Children Minnesota
P.O. Box 11216

Minneapolis, Minnesota 55411
(612) 521-1188
FAX: (612) 521-2204

Ms. Patty Wetterling
The Jacob Wetterling Foundation
P.O. Box 639
St. Joseph, Minnesota 56374
(612) 363-0470
(612) 363-0473 (FAX)

Counsel to the AMECO Board:

Dr. Mario Gaboury
67 Russ Street
Hartford, CT 06106
(203) 724-0060 or 724-3500
Fax: (203) 246-6786



What is AMECO

The seeds of AMECO were planted in 1990 at a conference in Washington, D.C. when the Office of Juvenile Justice and Delinquency Prevention offered to assist the non-profit organizations involved with missing and exploited children. Funding was designated to offer technical assistance, management skills, and the valuable opportunity to come together in our efforts to assist missing children and their families. The first conference was one of building professional bridges and many doors were opened to create positive networking. Since that first gathering, many hours have been spent to further efforts towards better communication, cooperation and the unified strengthening of our individual efforts. In November, 1993 in Tucson, Arizona, a mission, purpose, membership criteria and a code of ethics was developed. An Interim Board of Directors was nominated and was given the power to take the necessary steps towards incorporation. The Board members are Susan Breault, Lucy Callahan, Marvin Colton, Gary Ferry, Patty Giles, Roy Stephens, Carol Watson, Patty Wetterling and Carolyn Zogg. Dr. Mario Gaboury has volunteered his efforts as counsellor and pro bono AMECO attorney to incorporate us. On July 30, 1994, after many meetings by-laws revisions and taxes, AMECO officially signed papers of incorporation for the state of Connecticut. The incorporating officers are President Roy Stephens, V.P. Gary Ferry, Sec./Treas. Susan Breault, and Asst. Sec./Asst. Treas. Marvin Colton.

MANY THANKS TO

We're all working hard and are excited about our progress so far. Our thanks to OJJDP for their belief in our work for missing children, NCMEC for their support, the National Victim Center for administering this grant, to Linda Lowrance and Anne Seymour for their work in pulling us together, to Carol Anastasio and Ginny Mahoney for their skills at facilitating these meetings and to Dr. Mario Gaboury for his legal expertise.

We invite you to become a charter member of AMECO. Many experts have given their input to help us and all decisions were made with consideration to all of you who entrusted us with this task. We look forward to an impactful future working together for children. Please join us!



Association of Missing and Exploited Childrens Organizations
70 Essex Road
P.O.Box 348
Westbrook Connecticut, USA 06498

CODE OF ETHICS

As Member Organizations of AMECO, we pledge to abide by the following:

1. Members shall perform all missing and exploited child program services in a moral, ethical and legal manner.
2. Members shall treat children in the most humane, legal and responsible manner possible.
3. Members shall treat the family members in a humane, respectful and non-degrading fashion.
4. Members shall work entirely within the frame work of the law: Federal, State and Local, and the Hague Convention.
5. Members shall verify all paperwork, warrants, and documents, without which might lead to unnecessary harm to innocent persons.
6. Members shall act in a fashion that will bring credit to the cause of missing and exploited children, ourselves, the NPO we represent and our Association.
7. Members shall report all facts developed in a case in a prompt and timely manner in order to assist law enforcement in the recovery of the child and the apprehension of any known suspects.
8. Members shall perform all fund-raising activities in an ethical and legal manner that will bring credit to all missing childrens NPO's, the families we represent and the children we are trying to help.
9. In regard to missing children's client families, Members agree to charge no fees, nor directly solicit donations, as a contingency for services provided, nor otherwise ask for expense reimbursement, except as provided herein, nor otherwise financially exploit client families.

Allowable reimbursable expenses shall be strictly limited to extraordinary travel and per diem costs that are actual, necessary, and reasonable, and that are used directly for the investigation, location and recovery of a missing child. Unless otherwise provided these expenses shall be limited to the actual, necessary, and reasonable costs for airfare, ground transportation, lodging, subsistence/meal costs, and reasonable other, nominal out-of-pocket expenses. No expense or payment may be collected from missing children's client families, as a contingent for providing services, to cover facilities' costs (rent, utilities, etc.), equipment, supplies, salaries (including compensation for time lost from another position), or independent contractor's fees. All expenses reimbursement from client families must be agreed to in advance, in writing, and shall be subject to an ethic's review by the AMECO Ethics Committee. All such expenses reimbursement arrangements shall be recorded on a form as provided by AMECO or otherwise recorded in a document sufficiently similar to such format.
10. In all dealings with fellow AMECO members, we agree to conduct ourselves in a cooperative manner.
11. Members shall aid AMECO in furthering the positive image of our cause by working together to obtain its goals and objectives.
12. All client families will be made aware of the AMECO Code of Ethics and Information on how to file a complaint with AMECO.

ORGANIZATIONAL MEMBERSHIP

Organizational Members shall each have all rights and responsibilities as provided for in the Articles, Bylaws and written policies adopted by the Board. Organizational Members must meet all membership criterion set forth in this Article, including any additional criteria adopted by the Board. In regard to Organizational Members' rights to vote, each such Organizational Member shall have one (1) vote to cast at duly noticed membership meetings. The determination as to which person shall cast an Organizational Member's vote shall be made by the duly authorized governing body of the Organizational Member, and written proof of same may be requested by the AMECO Secretary, or other officer, prior to recognizing the Organizational Member's right to vote.

Each organizational member:

- (a) demonstrate that their primary purpose is to serve missing and exploited children and their families, and work for the enhancement of services for, the protection of, and provide direct services to missing and exploited children;
- (b) address the above commitment through direct services, grassroots organization, education or other activities as acknowledged or approved by the Board;
- (c) provide services to the missing and exploited children's population, their families, and/or the community;
- (d) have existed for at least two (2) years and demonstrated on-going financial and programmatic stability;
- (e) provide any documentation which the Board of Directors may require;
- (f) maintain clear and accurate financial records, using generally accepted accounting principles;
- (g) be a tax-exempt, nonprofit corporation pursuant to Section 501(c)(3) of the Internal Revenue Code or any other applicable law; (Note: If not a U.S. entity, equivalent foreign, nonprofit, tax-exempt status is required.)
- (h) report any significant changes in constituency, board of directors, goals or program directions which could affect the member's status as an organization committed to the delivery of services to missing and exploited children, and their families and the community;
- (i) be governed by an active volunteer board of directors;
- (j) have a non-discrimination policy; and,
- (k) meet any additional membership criteria adopted by the Board of Directors, including adherence with ethical standards promulgated by the Board.

Election of a Member. Organizational membership requires a two-thirds vote of the entire Membership Committee which shall be established by the Board of Directors and shall include a number of Association Members in addition to members of the Board of Directors. Applicants for membership shall apply in writing to the Board. Membership applications shall be reviewed pursuant to Board policies and procedure

Termination of a Member Termination of a member requires a two-thirds vote of the entire Membership Committee. Any director may recommend that a member be terminated for non-compliance with membership criteria outlined in the Bylaws, Articles or Board policies. Such recommendation must be submitted in writing to said member and all members of the Board of Directors and Membership Committee at least fifteen (15) days prior to the meeting during which the proposed termination will be considered. The member in question shall be provided an opportunity to respond at the meeting. Any member which desires to terminate its participation shall provide written notice to the secretary of this corporation, effective upon receipt. Disciplinary and appeals policies procedures will be established by the Board of Directors.



Association of Missing and Exploited Children's Organizations
70 Essex Road
P.O.Box 348
Westbrook Connecticut, USA 06498

September 26, 1994

Dear Missing & Exploited Children's NPO:

As President of the Board of Directors, together with my fellow Board members I am pleased to announce the incorporation of the "Association of Missing and Exploited Children's Organizations (AMECO)"

The signing of the incorporation papers took place on July 30, 1994 at 11:30 a.m. in the "Lincoln Room" of the Quality Hotel in Arlington, Virginia. **AMECO** is a reality - I congratulate everyone involved - we should all be very proud of this significant accomplishment. Looking back over our passage from simply a collection of individual missing children's organizations to formally associating ourselves as the Association of Missing and Exploited Children's Organizations, Inc. I realized the signing of the incorporation papers was the easiest part of the whole journey and I thank the many NPO's who contributed so much time, energy and insight to lay the foundation for AMECO.

From the beginning it was evident that this would not be an easy task to accomplish. I am sure you will recall the times we gathered together to discuss the formation of a missing and exploited children's association. In particular the conferences in Washington, Albuquerque, Reno and Tucson where agency representatives met together to define objectives and design membership criteria and a Code of Ethics for our association. The cluster training in Arlington where we mastered computers and Fishkill where we learned mediation techniques - skills that were indispensable as we continued toward the incorporation of **AMECO**. Many hours were invested to further the quest towards better communication, cooperation, and the strengthening of our individual work through unified efforts. Bridges were crossed and doors were opened to positive networking and long lasting friendships. We have successfully progressed from the OJJDP's initial Washington D.C. "Missing Children: Building Professional Bridges Conference" several years ago to the upcoming Minneapolis, Minnesota's "Focus on the Future: A National Response to the Needs of Missing and Exploited Children and Their Families" scheduled for October 13 - 15, 1994.

The **AMECO** Board of Directors and future association members would like to offer their appreciation to the many individuals and agencies who provided assistance and support. In particular they extend their gratitude to the following people and organizations, who without their help **AMECO** might still be only a dream: the Office of Juvenile Justice and Delinquency Prevention, Missing and Exploited Children's Programs, for their belief in the non-profit missing children's organization and their willingness to designate specific resources to further the NPO's professional efforts on behalf of missing and exploited children and their families; the National Center for Missing and Exploited Children and especially Ms. Barbara Johnson for their on-going direction and counsel; the National Victim Center and its' Executive Director Mr. Robin Ross, and especially Project Director Mr. John Pogash and his support staff for administering the OJJDP grant. The training and technical assistance provided through conferences and cluster workshops were instrumental in providing relevant information to missing and exploited children's NPO's and in dispelling the myth that lack of organizational management skills keep many NPO's from fulfilling their missions. We all enjoyed the opportunity to demonstrate that we are truly the backbone of America's missing and exploited children's movement.

A sincere thank you also goes to: Dr. Mario Thomas Gaboury, our advocate and teacher for volunteering his efforts and exceptional expertise as counsellor and pro bono **AMECO** attorney for the purpose of incorporation and applying for non-profit status; the members of the Advisory Board for their important contributions to the success of the project; Ms. Linda Lawrence, Ms. Anne Seymour and Mr. John Patterson for their dedication, energy, and leadership from the beginning, when the concept of **AMECO** was first envisioned; and last but not least, Ms. Ginny Mahoney for her steadfast and unwavering assistance as facilitator and friend.

On behalf of the incorporating Officers of the Board of Directors, President Roy Stephens, Secretary/Treasurer Susan Breault, Assistant Secretary/Assistant Treasurer Marvin Cotton and Board members, Lucy Callahan, Gary Ferry, Patty Giles, Carol Watson, Patty Wetterling, and Carolyn Zogg, I extend an invitation to all eligible missing and exploited children's non-profit organizations, the opportunity to become a Charter Member of the "**Association of Missing and Exploited Children's Organizations (AMECO)**".

Your agencies membership in **AMECO** will serve not only to strengthen the future of the Association but will also provide your organization with the benefits of an effective association. The Board of Directors sought the counsel and recommendation of various professionals throughout the process of incorporating **AMECO** and all decisions were made with consideration to you and your organization, who entrusted us with this very important task and put the foundation in place during these last 2-3 years of collaboration.

September 26, 1994
AMECO President's Letter
Page Three

I look forward to an exciting and successful future working together for all missing and exploited children and anticipate welcoming you as a charter member of the **Association of Missing and Exploited Children's Organizations** in Minneapolis in October. Enclosed you will find a membership application and other relevant information relating to **AMECO**. Please feel free to contact myself or another member of the Board of Directors with questions or comments.

Again thank you for your support and encouragement and see you in Minneapolis in October.

Sincerely,

A handwritten signature in cursive script, appearing to read "Roy Stephens". The signature is written in dark ink and is positioned above the typed name.

Roy Stephens
President,
AMECO Board of Directors



Association of Missing and Exploited Children's Organizations
70 Essex Road
P.O.Box 348
Westbrook Connecticut, USA 06498

MEMBERSHIP APPLICATION

Membership in the Association of Missing and Exploited Children's Organizations, Inc. (**AMECO**) is open to missing and exploited non-profit agencies who demonstrate that their primary purpose is to serve missing and exploited children and their families, and work for the enhancement of services for, the protection of, and provide direct services to missing and exploited children. Organizational members must meet all membership criterion set forth in the bylaws and must: be a tax-exempt, nonprofit corporation pursuant to Section 501(c) (3) of the Internal Revenue Code or any other applicable law; have existed for at least two (2) years and demonstrated on-going financial and programmatic stability; and, be willing to abide by **AMECO's** Code of Ethics and additional criteria adopted by the Board of Director

Name of Missing Children's Organization: _____

Business Address: _____

Mailing Address: _____

City: _____ State: _____ Zip: _____

Phone number: _____ FAX number: _____

Name of Director or Main Representative: _____

CHARTER MEMBERSHIP DUES: \$100 per year (may be paid in four quarterly installments)

Please make your check payable to:

Association of Missing and Exploited Children's Organizations, Inc.

We hereby apply for organizational membership in the Association of Missing and Exploited Children's Organizations, Inc. We understand that should such status be granted, we are bound by the **AMECO** Bylaws, Code of Ethics and any additional criteria adopted by the Board of Directors.

Authorized Signature: _____ Date: _____

Name: _____ Title: _____
(Type or Print)

Signature of Main Representative: _____
(If different from authorized signature)

**ASSOCIATION OF MISSING AND EXPLOITED
CHILDREN'S ORGANIZATIONS**

AGENDA

THURSDAY, OCTOBER 13, 1994

3:30 p.m. to 5:00 p.m.

**Presentation of the Association of Missing and Exploited
Children's Organizations (AMECO) by President Roy
Stephens**

Ballrooms A & B

- I. Introduction of AMECO Board of Directors
- II. History to Date: We are Incorporated
- III. Committees: Who and What

FRIDAY, OCTOBER 14, 1994

3:15 p.m. to 5:00 p.m.

AMECO Committee Meetings

Ballrooms A & B

- I. Follow-up: Opportunities for Questions
- II. Membership Sign-up
- III. Small Groups to Address Committee Agenda

SATURDAY, OCTOBER 15, 1994

3:40 p.m. to 5:00 p.m.

AMECO Committee Meetings

Conference Rooms #3 & #4 - Mezzanine Level

- I. First Membership Meeting
- II. Future Planning

AMECO Committees

Executive Committee

Roy Stephens -- President
Gary Ferry -- Vice President
Patty Giles -- Vice President
Susan Breault -- Secretary-Treasurer
Marvin Cotton -- Assistant Secretary-Treasurer

Finance Committee

Susan Breault -- Chairperson
Marvin Cotton
Gary Ferry

Program Committee

Patty Wetterling -- Chairperson

Marketing Committee

Gary Ferry -- Chairperson

Benefits Committee

Carol Watson -- Chairperson

Membership Committee

Lucy Callahan -- Chairperson

BYLAWS OF
Association of Missing and Exploited
Children's Organizations, Inc.

ARTICLE I

NAME AND PURPOSE

The name of this corporation shall be the Association of Missing and Exploited Children's Organizations, Inc. For the purpose of these Bylaws, the corporation shall also be known as "AMECO," the "Corporation," or the "Association." The purpose of the Association is to serve as membership organization for nonprofit missing and exploited children's organizations and to support the endeavors of the membership on behalf of missing and exploited children, their families and the community-at-large. These purposes are strictly non-commercial and not-for-profit.

ARTICLE II

OFFICES

The principal office of the Association shall be in the State of Connecticut, located in the City of Westbrook, County of Middlesex. The Association may have such other offices, either within or without the State of Connecticut, as the Board of Directors may designate or as the business of the Association may require from time to time.

ARTICLE III

BOARD OF DIRECTORS

Section 1. General powers. The business and affairs of the Association shall be managed by its Board of Directors.

Section 2. Number, tenure, and qualifications. The number of the directors of the Association shall be fixed by the Board of Directors, but in no event shall it be less than nine (9). Each director shall hold office for three (3) years, excepting that at the initial incorporation of AMECO three (3) directors shall be elected to a one-year term, three (3) directors shall be elected to a two-year term, and three (3) directors shall be elected to a three year term. At the end of the term, directors are eligible for re-election to the Board. Directors shall hold office until their successor shall be duly elected and qualified.

Section 3. Election of Board of Directors. The terms of the directors shall be staggered, with one-third of the Board being elected on an annual basis, the election of which shall be held at the annual meeting of the Board of Directors. A director is elected by the affirmative vote of the majority of the membership of the Organization present and voting at a duly noticed meeting for purposes of Board election.

Section 4. Regular meetings. A meeting of the Board of Directors shall be held without other notice than this By-Law at a regular time and place as provided for by resolution of the Board of Directors.

Section 5. The Annual Board Meeting. An Annual Meeting of the Board of Directors shall be held on a specific date, time, and place, as designated by the Board of Directors. Notice of the Annual Meeting shall be delivered to the Board of Directors at least ninety (90) days prior to that date and time of the Annual Meeting, unless such notice is waived by a majority of directors.

Section 6. The Annual Membership Meeting. An annual membership meeting shall be held in conjunction with the annual Board meeting in accordance with policies and procedures established by the Board of Directors.

Section 7. Special Meetings. Special meetings may be held at any place or time, whenever called by the President, Secretary or a majority of the Directors.

Section 8. Notice. Notice of regular and special meetings of the Board of Directors, and Annual Membership Meetings, shall be given by first class mail at least five (5) days prior to each meeting, or forty-eight (48) hours prior when delivered personally or by telephone or by facsimile. If sent by mail, the notice shall be considered delivered upon its deposit in the mails. If sent by facsimile, the notice shall be considered delivered upon its being transmitted. Such notices shall be addressed to each director, or organizational member (as appropriate), at his or her address as shown in the corporation records. It is each director's and member's responsibility to provide any change of address to the corporation in a timely fashion. Notice of meeting shall specify the place, day, and time of the meeting. The purpose of the Meeting need not be specified in the notice. A director or member may waive the notice requirement in signing a Waiver of Notice or approval of minutes of the meeting. Such documents shall be filed with the Secretary of the corporation.

Section 9. Communication by equipment. The Board and any committee designated by it may conduct any meeting by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each

other at the same time and participation by such means shall constitute presence in person at a meeting.

Section 10. Quorum. A majority of the directors shall constitute a quorum for the transaction of all business except for those matters requiring a two-thirds vote as outlined in the Bylaws and Articles. The affirmative vote of the majority of directors present at a meeting at which a quorum is present shall be required to approve or adopt the matter voted upon. No business may be transacted without quorum; however, a meeting at which a quorum was initially present may continue to transact business notwithstanding the withdrawal of directors, as long as any action is approved by the majority of the required quorum. If less than a majority of the Board of Directors is present at a meeting, a majority of the directors present may adjourn the meeting from time to time without further notice.

Section 11. Voting by mail, facsimile or proxy. Directors or officers may vote by mail, facsimile or proxy if the name of each candidate and text of each proposal to be so voted upon are set forth in writing and accompany the notice of the meeting. Directors voting by mail, facsimile or proxy shall be deemed present for all purposes of satisfying quorum and affirmative vote requirements.

Section 12. Manner of acting. The act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

Section 13. Action without a meeting. Any action required or taken by the Board may be taken without a meeting if all member of the Board individually or collectively consent in writing to such action. Such written consent or consents shall be filed with the minutes of the proceedings of the Board. Such action by written consent shall have the force and effect as the unanimous vote of the directors.

Section 14. Rules of procedures. The rules of procedure at meeting of the Board shall be the rules contained in Robert's Rules of Order on Parliamentary Procedure, as amended, so far as applicable and when not inconsistent with these Bylaws, Articles of Incorporation or any resolution of the Board.

Section 15. Vacancies. Any vacancy occurring in the Board of Directors may be filled by the affirmative vote of the majority of the remaining directors. A director elected to fill a vacancy shall be elected for the unexpired term of his/her predecessor in office. Any directorship to be filled by reason of an increase in the number of directors may be filled by election by the Board of Directors for a term of office continuing only until the next election of directors/membership.

ARTICLE IV

MEMBERSHIP

Section 1. Organizational Membership. There shall be one (1) class of membership known as Organizational Membership:

ORGANIZATIONAL MEMBERSHIP. Organizational Members shall each have all rights and responsibilities as provided for in the Articles, Bylaws and written policies adopted by the Board. Organizational Members must meet all membership criterion set forth in this Article, including any additional criteria adopted by the Board. In regard to Organizational Members' rights to vote, each such Organizational Member shall have one (1) vote to cast at duly noticed membership meetings. The determination as to which person shall cast an Organizational Member's vote shall be made by the duly authorized governing body of the Organizational Member, and written proof of same may be requested by the AMECO Secretary, or other officer, prior to recognizing the Organizational Member's right to vote.

Section 2. Qualifications and Duties. Each organizational member:

- (a) demonstrate that their primary purpose is to serve missing and exploited children and their families, and work for the enhancement of services for, the protection of, and provide direct services to missing and exploited children;
- (b) address the above commitment through direct services, grassroots organization, education or other activities as acknowledged or approved by the Board;
- (c) provide services to the missing and exploited children's population, their families, and/or the community;
- (d) have existed for at least two (2) years and demonstrated on-going financial and programmatic stability;
- (e) provide any documentation which the Board of Directors may require;
- (f) maintain clear and accurate financial records, using generally accepted accounting principles;
- (g) be a tax-exempt, nonprofit corporation pursuant to Section 501(c)(3) of the Internal Revenue Code or any other applicable law; (Note: If not a U.S. entity, equivalent foreign, nonprofit, tax-exempt status is required.)

- (h) report any significant changes in constituency, board of directors, goals or program directions which could affect the member's status as an organization committed to the delivery of services to missing and exploited children, and their families and the community;
- (i) be governed by an active volunteer board of directors;
- (j) have a non-discrimination policy; and,
- (k) meet any additional membership criteria adopted by the Board of Directors, including adherence with ethical standards promulgated by the Board.

Section 3. Election of a Member. Organizational membership requires a two-thirds vote of the entire Membership Committee which shall be established by the Board of Directors and shall include a number of Association Members in addition to members of the Board of Directors. Applicants for membership shall apply in writing to the Board. Membership applications shall be reviewed pursuant to Board policies and procedures.

Section 4. Termination of a Member. Termination of a member requires a two-thirds vote of the entire Membership Committee. Any director may recommend that a member be terminated for non-compliance with membership criteria outlined in the Bylaws, Articles or Board policies. Such recommendation must be submitted in writing to said member and all members of the Board of Directors and Membership Committee at least fifteen (15) days prior to the meeting during which the proposed termination will be considered. The member in question shall be provided an opportunity to respond at the meeting. Any member which desires to terminate its participation shall provide written notice to the secretary of this corporation, effective upon receipt.

ARTICLE V

COMMITTEES

Section 1. Executive Committee. The Executive Committee shall consist of the officers of the Board. The members of the Executive Committee shall serve a term of one (1) year, concurrent with that part of their term as a director, or until a successor shall have been elected. The Executive Committee shall perform the following duties: (a) comply with directives of the Board; (b) carry out the duties of the Board between Board meetings; (c) meet as necessary to fulfill the responsibilities delegated to the Executive Committee by the Board; and, (d) perform any other function as required by the Board. Unless

otherwise authorized by the Board, decisions made by the Executive Committee must be confirmed by the Board at the next regular or special meeting of the Board in order to remain in effect. The Executive Committee possesses any of the powers and authorities of the Board, except with respect to: (a) the approval of any action which, under law or the provisions of the Bylaws or Articles, requires the approval of the directors; (b) the filling of vacancies on the Board or Executive Committee; and, (c) the amendment, alteration or repeal of Articles, Bylaws, or any Board resolution which by its express terms is not so amendable or repealable.

Section 2. Membership Committee. The corporation shall establish a Membership Committee and the Board shall develop and approve such responsibilities and authorities of the Committee as shall be recognized by a resolution affirmatively voted on by the Board.

Section 3. Nomination Committee. The corporation shall establish a Nomination Committee and the Board shall develop and approve such responsibilities and authorities of the Committee as shall be recognized by a resolution affirmatively voted on by the Board.

Section 4. Finance Committee. The corporation shall establish a Finance Committee and the Board shall develop and approve such responsibilities and authorities of the Committee as shall be recognized by a resolution affirmatively voted on by the Board.

Section 5. Other Committees. The corporation shall have such other committees as may from time-to-time be designated by vote of the Board. Such other committees may have members who are not also directors as long as two (2) of its members are directors. These committees shall have the duties and powers that are outlined by Board policies.

Section 6. Meetings and Actions of Committees. Meetings and actions of committees shall follow the Bylaw requirements concerning meetings of the Board. The Board may also adopt rules and regulations for the conduct of committee meetings.

ARTICLE VI

OFFICERS

Section 1. Number. The officers of the Association shall be a president, one or more vice-presidents, a secretary, a treasurer, each of whom shall be elected by the Board of Directors. Additionally, the Board may elect an assistant secretary and/or an assistant treasurer to perform the duties of said officer during times of their absence, incapacity, or

otherwise at the direction of the Board for the Board's convenience of managing the affairs of AMECO. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Board of Directors. In its discretion the Board of Directors may leave unfilled for any such period as it may determine any office except those of President and secretary. Any two or more offices may be held by the same person, except for the offices of president and secretary which may not be held by the same person. Officers must be members of the Board of Directors.

Section 2. Election and Term of Office. The officers of the Association to be elected by the Board of Directors shall be elected annually by the Board of Directors at the first meeting of the Board of Directors held after each Annual Meeting of the Association. If the election of officers shall be held at such meeting, such election shall be held as soon thereafter as conveniently may be. Each officer shall hold office until his or her successor shall have been duly elected and shall have qualified, or until his or her death, or until he or she shall resign or have been removed in the manner herein after provided.

Section 3. Removal. Any officer may be removed, either with or without cause, by the Board. Such removal shall require an affirmative vote of the Board. Any officer may resign by giving written notice to the Board or to the president of secretary. The acceptance of such resignation shall not be necessary to make it effective. Election or appointment of any officer or agent shall not of itself create contractual rights, and such appointment shall be terminable at will.

Section 4. Vacancies. Any vacancies caused by any reason shall be filled for the unexpired term by an affirmative vote of the Board.

Section 5. Duties of the President. The president shall be the principal executive officer of the Association and, subject to the control of the Board of Directors, shall in general supervise and control all of the business and affairs of the Association and the Board of Directors. He or she may sign, with the secretary of any other proper officer of the Association there unto authorized by the Board of Directors, any deeds, mortgages, bonds, contracts or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Association, or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of president and such other duties as may be prescribed by the Board of Directors from time to time.

Section 6. Duties of the Vice-President. In the absence of the president or in event of his or her death, inability or

refusal to act, the vice-president shall perform the duties of the president and when so acting shall have all powers of and be subject to all the restrictions upon the president. The vice-president shall perform such other duties as from time to time may be assigned to him or her by the president or by the Board of Directors. If there is more than one vice-president, each vice-president shall succeed to the duties of the president in order of rank as determined by the Board. If no such rank has been determined, then each vice-president shall succeed to the duties of the president in order of the date and time of election, the earliest date and time having the first rank.

Section 7. Secretary. The secretary shall: (a) keep the minutes of the proceedings of the Board of Directors in one or more minute books provided for that purpose; (b) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (c) be custodian of the corporate records and of the seal of the Association and see that the corporate seal of the Association is affixed to all documents, the execution of which on behalf of the Association under its seal is duly authorized; (d) keep a register of the post office address of each member of the Board of Directors; (e) sign with the president any contract, deeds, mortgages, and contracts or any other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Association, or shall be required by law to be otherwise signed or executed; and, (f) in general perform all duties incident to the office of the secretary and such other duties as from time to time may be assigned to him or her by the president or by the Board of Directors. An agent of the Association may be appointed by the Board of Directors to assist the secretary with the day-to-day business of the Association.

Section 8. Treasurer. The treasurer shall: (a) have charge and custody and be responsible for all funds and securities of the Association; (b) receive and give receipts for monies due and payable to the corporation from any source whatsoever, and deposit all such monies in the name of the Association in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of these Bylaws; and, (c) in general perform all of the duties incident to the office of treasurer and such duties as from time-to-time may be assigned to him or her by the president or by the Board of Directors. If required by the Board of Directors, the treasurer shall give a bond for the faithful discharge of his duties in such sum and with such sureties as the Board of Directors shall determine. If the Board of Directors so desires, an agent of the Association may be assigned to assist the treasurer with the day-to-day business of the Association with supervision and reasonable accountability available upon request of the Board of Directors.

Section 9. Duties of Additional Officers. The authority and duties of additional officers shall be set forth in Board policy as reflected in resolutions affirmatively voted on by the Board.

Section 10. Salaries. Officers of the Association shall not receive a salary but may be compensated reasonable sums for contractual agreements in accordance with policies established by an affirmative resolution of the Board.

ARTICLE VII

ADMINISTRATIVE AND FINANCIAL PROVISIONS

Section 1. Annual Dues. The annual membership dues, for members of the corporation, if any, shall be adopted by a vote of the Board.

Section 2. Fiscal Year Period. The fiscal year period of the corporation shall be the twelve month period beginning January 1 and ending December 31.

Section 3. Contracts. The Board may authorize any officer or officers, or agent or agents, to enter into any contracts or execute and deliver any instrument in the name of and in behalf of the corporation. Such authority may be general or confined to specific instances.

Section 4. Loans. No loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in its name unless authorized by a resolution affirmatively voted on by the Board. Such authority may be general or confined to specific instances.

Section 5. Loans Prohibited. No loans shall be made by the corporation to any officer or to any director.

Section 6. Checks, Drafts, etc. All checks, drafts or other orders for the payment of money, notes or any other evidences of indebtedness issued in the name of the Association, shall be signed by such officer or officers, agent or agents of the Association and in such manner as shall from time-to-time be determined by resolution affirmatively voted upon by the Board of Directors.

Section 7. Deposits. All funds of the Association not otherwise employed shall be deposited from time-to-time to the credit of the Association in such banks, trust companies or other depositories as the Board of Directors may select.

Section 8. Books and Records. The accounting books, records, and minutes of proceedings of the Board and any

committees of the corporation shall be kept at such place or places designated by the Board or the Executive Committee, or, in the absence of such designation at the principal executive office of the corporation. The minutes shall be kept in written or typed form and the accounting books and records shall be kept either in written or typed form or in any other form capable of being converted into typed, written or printed form. Every director shall have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the corporation. The inspection may be made in person or by an agent or an attorney, and shall include the right to copy and make extracts of documents.

Section 9. Copies of Resolutions. Any person dealing with the corporation may rely upon any records of the proceedings, resolutions or votes of the Board when certified by the president or secretary.

Section 10. Amendment of Bylaws. These Bylaws may be altered, amended or repealed by a majority vote of the entire Board at any annual, regular or special meeting of the Board. Proposed by law amendments shall be distributed in writing to the directors at least ten (10) days prior to the Board meeting.

Section 11. Amendment of Articles of Incorporation. The Articles of Incorporation may be altered, amended or repealed by a majority of the entire Board at any annual, regular or special meeting; provided, however, that ten (10) days' notice must be given to each director prior to the taking of any vote to amend, alter or repeal the Articles of Incorporation.

ARTICLE VIII

INDEMNITY

The Corporation shall indemnify its directors, officers and employees as follows:

(a) Every director, officer, or employee of the Corporation shall be indemnified by the Corporation against all expenses and liabilities, including counsel fees, reasonably incurred by or imposed upon him in connection with any proceeding to which he may be made a party, or in which he may become involved, by reason of his being or having been a director, officer, employee or agent of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of the corporation, partnership, joint venture, trust or enterprise, or any settlement thereof, whether or not he is a director, officer, employee or agent at the time such expenses are incurred, except in such cases wherein the director, officer, or employee is adjudged guilty of willful misfeasance or malfeasance in the

performance of his duties; provided that in the event of a settlement the indemnification herein shall apply only when the Board of Directors approves such settlement and reimbursement as being for the best interests of the Corporation.

(b) The Corporation shall provide to any person who is or was a director, officer, employee or agent of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of the corporation, partnership, joint venture, trust or enterprise, the indemnity against expenses of suit, litigation or other proceedings which is specifically permissible under applicable law.

(c) Any person made, or threatened to be made, a party to any action or proceeding, whether civil or criminal, by reason of the fact that such person or such person's testator or intestate is or was a director, officer or agent of the Corporation or serves or served any other corporation, partnership, joint venture, trust, employee benefit plan or other enterprise in any capacity at the request of the Corporation, and is indemnified by the Corporation as provided above, the Corporation, then, may advance such person's related expenses, to the full extent authorized by law.

(d) The Board of Directors may, in its discretion, direct the purchase of liability insurance by way of implementing the provisions of this Article VIII.

ARTICLE IX

NON-DISCRIMINATION POLICY

None of this corporations policies, procedures and actions shall discriminate with regard to race, color, gender, marital status, sexual orientation, political ideology, age, creed, religion, ancestry, national origin, or the presence of any sensory, mental or physical handicap or any other bias prohibited by law.

**ASSOCIATION OF MISSING AND EXPLOITED CHILDREN'S ORGANIZATIONS
(AMECO) INTERIM BOARD OF DIRECTORS**

Ms. Susan Breault
The Paul & Lisa Program, Inc.
P.O. Box 348
Westbrook, Connecticut 06498
(203) 399-5338
(203) 399-4428 (FAX)

Ms. Lucy Callahan
Exploited Children's Help Organization
720 West Jefferson Street
Louisville, KY 40202
(502) 585-3246
(502) 585-9760 (FAX)

Mr. Marvin Cotton
Heidi Search Center
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Universal City, Texas 78148-3210
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(210) 659-0339 (FAX)

Mr. Gerry Ferry
Child Quest International
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(408) 453-1927 (FAX)

Dr. Mario Gaboury
The Paul & Lisa Program, Inc.
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(203) 3994428 (FAX)

Ms. Patty Giles
Nevada Child Seekers
25 TV5 Drive
Henderson, Nevada 89014
(702) 458-7009
(702) 451-4220 (FAX)

Mr. Roy Stephens
Missing Youth Foundation
P.O. Box 44172-2971
Omaha, Nebraska 68144
(402) 397-0192
(402) 498-4188 (FAX)

Ms. Carol Watson
Missing Children Minnesota
P.O. Box 11216
Minneapolis, Minnesota 55411
(612) 521-1188

Ms. Patty Wetterling
The Jacob Wetterling Foundation
P.O. Box 639
St. Joseph, Minnesota 56374
(612) 363-0470
(612) 363-0473 (FAX)

Ms. Carolyn Zogg
Child Find of America, Inc.
P.O. Box 277
New Paltz, New York 12561
(914) 255-1848
(914) 255-5706 (FAX)

OJJDP Grant: AMECO Board Meeting Agenda

April 15, 16, 1994

DAY ONE:

- 9:00 a.m. - 9:15 a.m. Welcoming Remarks
*Office of Juvenile Justice and Delinquency Prevention
National Center for Missing and Exploited Children
National Victim Center*
- 9:15 a.m. - 9:30 a.m. Introduction of Grant Advisory Board Members
Goals of the AMECO Board Meeting
- 9:30 a.m. - 11:00 a.m. *FORMING AN ORGANIZATION: "WHAT YOU SHOULD
KNOW"*
(Includes 15 minute break) *Robert S. Ross, Jr.
Executive Director, National Victim Center*
- o What is the National Victim Center
 - o The Consequences of Forming an Organization
 - o The Duties, Responsibilities, and Liabilities
of a Director
 - o What Talents, Skills and Experiences are Needed
on a Board of Directors
 - o The Role of an Executive Director
 - o Why Bother With the Details
- 11:00 a.m. - Noon *"DOLLARS AND SENSE"*
*Robert Owens, CPA
Director of Finance, National Victim Center*
- o Business Plan and Budgeting
 - o Accounting System and Responsibilities
 - o Obtaining Federal / State Exemption
 - o Relationships with CPAs and Federal Agencies
- Noon - 1:15 p.m. *Lunch*
- 1:15 p.m. - 2:45 p.m. Continue "Dollars and Sense"
- 2:45 p.m. - 3:00 p.m. *Break*
- 3:00 p.m. - 5:00 p.m. AMECO Discussion Group
- 5:00 p.m. - 5:15 p.m. Closing Remarks for Day One

DAY TWO:

MEET
GARY
AT 8:00 AM

AMECO: "DEVELOPING A SOUND STRATEGIC PLAN"

E. Virginia Mahoney, Consultant
Mahoney, Sheridan & Associates

8:30 a.m. - 9:30 a.m. "ADJUSTING TO CHANGE AND NEW ROLES"

9:30 a.m. - Noon
(Includes 15 minute break) *Board Leadership: Functions, Job Descriptions, Structure and Activities, Clarification of Roles/Responsibilities*

Noon - 1:15 p.m. *Lunch*

1:15 p.m. - 4:30 p.m.
(Includes 2 breaks)

- o Strategic Thinking/Operational Planning (Short Term)*
- o Short Term Goals - October Conference as Target Date*
- o OJJDP - Responsibilities and Support*
- o Organization Type: Membership vs. Non-Membership*
- o AMECO: "Who are the Stakeholders?"*
- o Discussion: New "Design Director" (What, Who, How?)*

4:30 p.m. - 4:45 p.m. *Closing Remarks*

**OJJD P GRANT: AMECO BOARD MEETING
APRIL 15, 1994**

DOLLARS AND SENSE

I. The Business Plan & Budgeting

A. Business plans and the Not-for-Profit Organization

1. The financial road map
2. "Not-for-Profit vs. Losing Money"
3. Anticipation vs. Reaction
4. Initial plan and long term goals
5. Periodic updates and adjustments

B. Budgeting

1. Purpose and goals
2. Types of Budgets
 - a. Flexible
 - b. Rigid
 - c. Unrestricted
 - d. Restricted
 - e. Capital
3. The development process

II. The Accounting System

- A. Purpose: Managerial, Fiduciary, Regulatory
- B. Relationship to business plan
- C. Composition: Treasurer, Controller, Bookkeeper
- D. Responsibilities: Internal, External

III. Obtaining Federal Tax Exemption:

- A. IRC Section 501(a)
- B. Purpose and benefit of exemption
- C. To "(c)(3)" or not to "(c)(3)"
- D. Relation to business plan
- E. Forms and filings
- F. Risk of revocation of exemption

IV. Relationships with C.P.A.s and Federal Agencies

- A. Certified Public Accountants
 - 1. Picking a good one

IV. Relationships with C.P.A.s and Federal Agencies (Continued)

2. Types of services available

3. Working relationships

B. Federal Agencies

1. Internal Revenue Service

2. Granting Agencies

3. Federal "Watch Dogs"

Benefits Available to Nonprofit Organizations

- \$ Federal Income Tax Exemption**
- \$ Other Tax Benefits**
- \$ Ability to Attract Contributions**
- \$ Employment and Excise Tax Benefits**
- \$ Preferred Postal Rates**
- \$ Special Annuity Provisions**



Distinguishing Characteristics

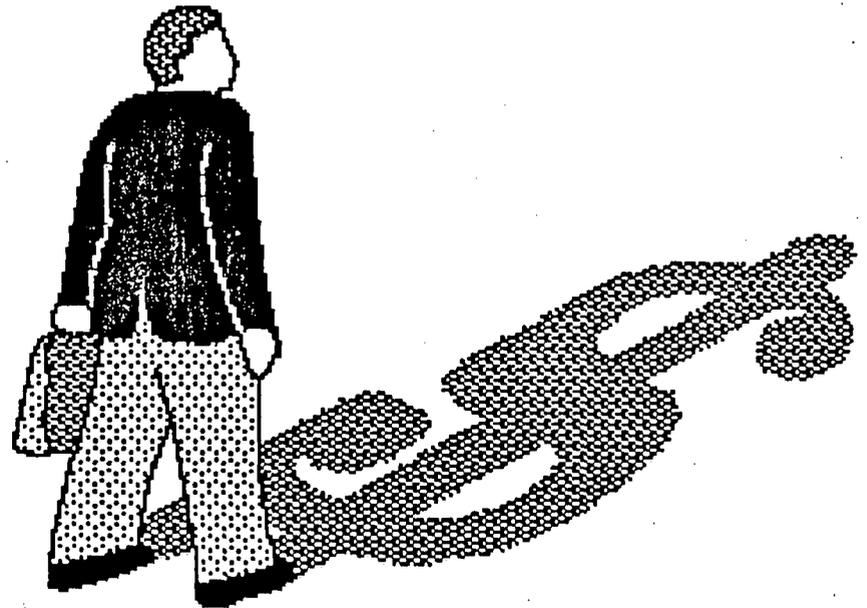
	For Profit	Non-Profit
Resource Providers	<ul style="list-style-type: none"> ● Invest cash, goods, or services ● Expect to obtain sufficient cash to make investment worthwhile 	Expect: No repayment
Purpose	Profit	Not for Profit
Defined Ownership Interests	Can be sold, transferred, or redeemed, or can convey entitlement to share of residual distribution of resources if organization liquidates	None

Operational Differences

- **Managerial Responsibility to Meet Socially Desirable Goal(s)**
- **Fund Accounting**
- **Donated Assets, Material, and Services**
- **Expenses Reported by Functions**

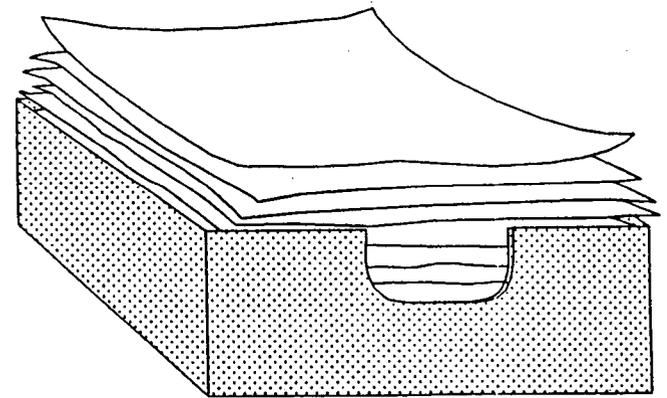
Financial Statement Users (from SOP 78-10)

- **Contributors**
- **Beneficiaries**
- **Trustees or directors**
- **Employees**
- **Governmental units**
- **Creditors**
- **Constituent organizations**



Applications for Tax Exemption

- **Include:**
 - **Character of Organization**
 - **Purpose**
 - **Description of Activities**
 - **Source of Support and Revenue**
 - **Disposition of Funds**
 - **Whether Support or Revenue Inures to Benefit of Private Shareholder or Individual**



Applications for Tax Exemption (continued)

-  **Anything Relating to Operations Affecting Right to Receive Tax Exemption**
-  **Copy of Articles of Incorporation, Declaration of Trust, or Other Similar Instrument**
-  **Bylaws**
-  **Most Recent Financial Information (Budget if Exemption Sought in Advance of Operations)**
-  **User Fees**

APPENDIX III

***SAMPLING OF TECHNICAL ASSISTANCE
BULLETINS***

IN SUPPORT OF

MISSING & EXPLOITED CHILDREN'S ORGANIZATIONS

PRODUCED BY THE NATIONAL VICTIM CENTER

THE IRS and You

As nonprofit organizations it is important to be aware of how the IRS laws can effect your fundraising efforts. *Association Management* published the article, "Understanding Fund-Raising Law," by Sandra K. Pfau in its February 1993 issue. The three page article provides a wealth of information. Pfau, an attorney and assistant to the executive director of the IEEE Computer Society in Washington, D.C., provides the reader with a broad overview of rules the IRS and state and local authorities administer to nonprofit organization's fundraising efforts.

In order to adhere to Federal tax rules Pfau recommends that records include:

- total amounts received from all sources.
- information on contributor's whose donations in the past four years are greater than or equal to 2 percent of the NPOs for the same period; and
- details of expenditures that are categorized.

The IRS Form 990 Annual Information Return outlines the proper record keeping practices.

The author explains an interesting but probably little known fact that NPOs must let their donors know what the fair market value is of the product or service they are purchasing. She provides the following example: If an organization holds a dinner-dance with a fair market value of \$45 but charges \$100 the donors must be informed that only \$55 is tax deductible. Again the IRS provides information about these regulations in its Publication 1891.

The issue of postal regulations is discussed and Pfau suggests that organizations contact:

Alliance for Non-Profit Mailers, 2001 S Street, N.W., Suite 301, Washington, DC 20009; (202) 462-5132.

Pfau warns that many states require that organizations register in that state prior to initiating any fundraising activities. This is usually not required if only members are being contacted for donations. The author recommend a book by Bruce Hopkins, *The Law of Fundraising*, as a source of information on state solicitation laws.

Standards have been established on how an organization should spend the solicited funds. It is felt that 50 percent to 60 percent of the funds should go directly to the programs described in the solicitation. The National Charities Information Bureau, 19 Union Square West, New York, NY 10003-3395; (212) 929-6300, and Council of Better Business Bureaus PAS, 4200 Wilson Blvd., Arlington, VA 22203; (703) 276-0100 developed these standards.

Included in the article is a list of newsletters and other publications that deal with fundraising and nonprofit tax issues. The following publications are among those listed that can be obtained free upon request:

- *EXEMPTS*, Grant Thornton, 1850 M Street, N.W., Suite 300, Washington, DC 20036; (202) 296-7800. Quarterly.
- *The Nonprofit Journal*, Aronson, Fetridge, Weigle & Stern, 6116 Executive Blvd., Fifth Floor, Rockville, MD 20852; (301) 231-6200 Bimonthly.
- *Nonprofits Today*, Frank & Company, p.c., c/o Cathy Anheier, 1360 Beverly Rd., Suite 300, McLean, VA 22101; (703) 821-0702. Quarterly.

Nothing replaces the sound advise of an accountant or an attorney but maybe this information will help shape your questions!

PROJECT KIDCARE

The National Center for Missing and Exploited Children has joined forces with Polaroid Corporation to produce *Project KidCare*.

"When trying to find a missing child, a picture is worth a thousand words," is the premise of this undertaking. Project KidCare's goal is to educate families about child safety and to encourage parents to obtain personal safety documents with current, instant photographs of their child.

The KidCare Photo ID was developed with input from law enforcement officials, doctors, health officials and parents. The document includes a current photo along with the child's name, date of photo, date of birth, weight, height and additional important information. Also included is descriptive information such as race, sex and other identifying features, a medical profile, and the NCMEC 24-hour hotline number. The *Seven Rules for Safety* are printed on the card, as well as directions on how to use the document and how to be prepared in case of an emergency.

Polaroid and NCMEC have put together the book, *How to Host a KidCare ID Event* that provides NPOs and other organizations with all the information, sample promotional material and a camera ready art that is necessary for a successful event. This would be a great way to gain local recognition for your organization while providing a vital service to our children and their families. For more information please contact the National Center for Missing and Exploited Children at (703) 235-3900 or write: NCMEC, 2101 Wilson Boulevard, Suite 550, Arlington, VA 22201.

SEND US YOUR IDEAS

One of the best parts of attending a cluster training is the opportunity it offers to meet with other NPOs and share ideas. It is wonderful to hear from someone else how they are dealing with a certain problem, or what new technology they have discovered. Not enough can be said for not reinventing the wheel!



Unfortunately, for a number of reasons we cannot rely on just cluster trainings to provide us with a networking opportunity. One of the goals of the national association, AAMECO, is to address: inter-NPO communication networks. The goal is to have a non-computerized, as well as, a computerized network. The non-computerized network already exists in one form: the *Technical Assistance Bulletin*. The *Bulletin* is produced to support you and to bring you the information you need to be effective. We need your help to accomplish this. Your experiences in the field are what other NPOs can learn from.

Take a few minutes to think of what you or your organization does that is unique or just darn good! Jot those ideas down and send them to Dorothy Tyler at the National Victim Center, 309 West Seventh Street, Fort Worth, Texas 76102, or fax # 817-877-3396. Dorothy will put them in the form of an article or a "TidBit Tip" to share with everyone. We hope to hear from you all very soon!

SPECIAL COLLECTION LIBRARY

Do you have a presentation to do? A new staff member to train? Or do you just want to know more about the subject of missing and exploited children? Well you are in luck! The National Victim Center Library's Missing and Exploited Children Special Collection is just what you are looking for. The collection includes works on topics such as: abduction, automated fingerprint identification systems, child abuse and neglect, child pornography and prostitution, custody cases, fundraising, board of directors development, and much more.

If you are needing information and your local library is lacking, contact Dorothy Tyler and submit a technical assistance request. Please allow enough lead time for the research to be done and the information returned to you. If you have any questions or want to submit a request call Dorothy Tyler toll free at 800-FYI-CALL and leave a message; your call will be returned promptly.

UNITED WAY DONATIONS

The I.D. Resource Center of Albuquerque has found a wonderful way to tap into United Way funds. Gayle File, Executive Director, would like to share this idea with all of the NPOs. On the back of the Center's Adult Fingerprinting fee receipts appears the following:

Notice! Notice! Notice!

If you contribute to the United Way Campaign through your employer, Please consider asking your employer for a designated donors card and designating your United Way contribution specifically to the I.D. Resource Center, Inc.

It is not a requirement for the agency to be affiliated with United Way in order to receive these designated funds. This is an easy way to solicit funding for your organization. This notice could be put on missing children's posters or any other piece of literature that your agency produces. Give it a try, and let us know the results!

A big thanks to Gayle and her organization for sharing this great idea!

MEDIATION PSA

Child Quest International has put together a 60 second public service announcement that is running on TCI Cable of San Jose. The announcement promotes the cooperative effort between Child Quest International and Child Find of America's A-WAY-OUT mediation program.

The A-WAY-OUT program was highlighted during the June cluster training in Fishkill, New York. It provides parents who have kidnapped their children to work at getting the child(ren) home with the assistance of a mediator. Following the cluster training Trish Williams, Executive Director of Child Quest International collaborated with Child Find to promote A WAY OUT in the northern California region. The following is an excerpt of the script of Child Quest's PSA:

On your screen are children who have been kidnapped by their non-custodial parents. Have you seen any of these children or adults? If so, call Child Quest International now at 1-800-248-8020. Thanks to you, TCI Cable viewers, for helping to locate many of our missing children. Child Quest has assisted in the recovery of over 220 children who are now home with their families. Are you a parent without custody and has kidnapped your child? Are you tired of being on the run, tired of hiding? Are you currently going through a custody battle with your spouse and thinking of kidnapping your child? Don't do it, it's against the law. Child Quest International, in cooperation with Child Find of America, can help through the A-WAY-OUT program. Call Child Quest International, 1-800-248-8020 and let us help...

The message runs every hour for 18 to 20 hours per day. Since its first showing Child Quest has received five responses. According to Executive Director, Trish Williams, "the callers are wanting to know about the legal issues involved and how they may be effected."

This is a wonderful example of how collaborative efforts can better serve the families of missing and exploited children.

PLAN YOUR WEEK THE OATS WAY

Looking for ways to make the most of your time? Consider the OATS formula to plan your entire week:

- **Objectives.** Write down the results you want to see by the end of the week. Rank them.
- **Activities.** What do you have to do to achieve those objectives? List the activities and put them in sequence.
- **Time.** Determine how much time each activity will require and allow yourself a little more time than you think you'll need.
- **Schedule.** Determine when you can get to each activity. If you don't, you probably won't get it done.

Source: Ketchum Public Relations, cited in *The Competitive Advantage*, P.O. Box 10091, Portland, OR 97210. Reprinted from National Victim Center's *NETWORKS*, March 1993, Vol. 7, No. 3.

WAYS TO MAKE THAT DEADLINE

Whenever you face a deadline, you have to stay focused on that deadline and ignore interruptions.

To help you do so:

- Prepare a sign that states your assignment and the due date. Tape it where you'll see it constantly.
- Tell your colleagues about your deadline and give them permission to nag you. This should help them help you get the job done.
- Put up a sign that lets people know that you can't see them now. A simple "later" will suffice.
- Find a place to work where you "aren't available." Let your secretary or another colleague know where you can be reached in case the boss needs you.

Source: *Time Management Made Easy*, by Peter Turla and Kathleen Hawkins, E.P. Dutton, 2 Park Ave., New York, NY 10016. Reprinted from National Victim Center's *NETWORKS*, March 1989, Vol. 4, No. 1.

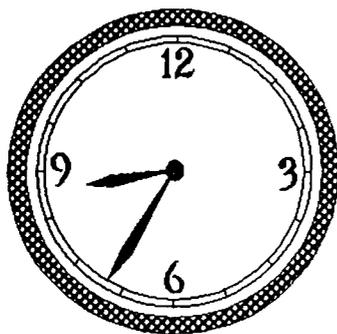
MAKING TIME WORK FOR YOU

Be sure to review your personal and professional goals every three months. As things change, your goals should change too. If you keep them before you, you are more likely to work on those things that are important and to say "no" to requests that interfere with those goals.

Some other tips:

- **Results count;** activity doesn't. Be sure you are investing your time on the important things.
- **Information available** is doubling in less than 30 months. Learn to focus on what is truly important to your job.
- **Schedule at least one hour** of uninterrupted time each day to work on your top priority activities. Pause on the merry-go-round of life frequently to ask yourself: "What is the most important thing I should be doing right now?"
- **When interrupted** in your office, stand up. The other person will not sit down and get comfortable.
- **Let people** know that you will always be available at a certain time, say between 10 and 11. This will discourage them from bothering you at other times.
- **When a co-worker** begins talking about non-work-related items, change the subject back to work-related items.

Source: *1001 Tips to Increase Your Effectiveness*, by Bob Miller, Universal Learning Center, P.O. Box 1079, Milwaukee, WI 53201. Reprinted from National Victim Center's *NETWORKS*, December 1987, Vol. 2, No. 4.



DO YOU MAKE TIME PAY?

Unless you cultivate a genuine respect for time, productivity will be seriously impaired. To find out how well you make time pay dividends, answer "yes" or "no" to these questions:

1. Do you know the worth of one hour of your time?
2. Do you have your day's schedule of activities firmly in mind when you reach the office?
3. Do you have a general idea of what you ought to get done this week, month and quarter?
4. Do you wade right into high-priority, tough or unpleasant jobs rather than spend time on easier or more enjoyable things?
5. Do you carry a notebook or pocket dictaphone to note ideas, information, appointments, etc.?
6. Do you use modern technology -- calculators, dictation equipment, conference calls -- to save time?
7. Have you developed routine ways of handling routine matters?
8. Do you have some fill-in jobs ready in case you discover some spare time?

Answers: Two or more "noes" to the questions would indicate that you should use your time more effectively.

Source: *Management Ideas That Work*, by Roger Fritz and the editors of *communications briefings*, 140 South Broadway, Pitman, N.J. 08071. Reprinted from National Victim Center's *NETWORKS*, September 1989, Vol. 4, No. 3.

THIRTY MINUTES TO A BETTER BOARD

Give your board members the advantage they need to help your organization excel with the Board Basics video. The video is a training tool for use with board members of not-for-profit organizations. Members will:

- Receive an overview of the responsibilities of members of not-for-profit boards.
- Identify the policy-making role of a board and the five functional areas where policies are made:
 - Human Resources;
 - Planning;
 - Finance;
 - Community Relations; and
 - Organizational Operations.
- Explore the personal commitment necessary to be a board member.
- Gain information about the unique characteristics of not-for-profit boards.

The video can be used for recruitment of new board members; orientation of new board members; and enrichment, growth and development of current board members. For more information contact:

United Way of Greater St. Louis
Management Assistance Center
1111 Olive Street
St. Louis, MO 63101-1951
(314) 539-4145.

Tidbit Tips are helpful hints to make your organization run more efficiently. They will be included in each issue of the *Technical Assistance Bulletin*.

Articles are reprinted from the National Victim Center's *NETWORKS* "Strategies for Activists" articles as seen in the *communications briefings*, 700 Black Horse Pike, Suite 110, Blackwood, NJ 08012.

SEVEN RULES OF THE GRANT SEEKING GAME

by
Robert A. Atallo, M.A., AICP
Director of Planning
City of Madison, Alabama
and
Jan Frohman Atallo
Director
NRCCSA

Nonprofit organizations have a fundamental money problem, in that they do not as a rule produce a product "for sale." However, society does place a value on the work of nonprofits, and one important mechanism by which it does so is the grants process. Through both private and public funding sources, society expresses its need and willingness to pay for the services provided by nonprofits. The job of the nonprofit grantwriter is to make funding sources aware of his or her organization's ability to address social problems effectively and economically.

This article contains seven fundamental rules concerning grantwriting that we have found useful. We have applied them to grants to fund projects as diverse as sociological research, service projects and surface transportation, and they are general enough to fit most any situation. We hope they make your grantwriting experience a little easier and more financially rewarding.

Rule 1. You Can Do It. If you can write and follow instructions, or know someone else who can, you can prepare a competitive proposal. Usually, funding sources will provide you with an entire set of instructions to follow in preparing your grant.

The instructions generally call for you to state the problem your agency

desires to address with some specificity, including a justification for why this problem should be addressed with this funding instead of some other problem. (You are not ready to write your grant until you can do this clearly and concisely.) The funding source will ask you to describe your anticipated objectives and methods for achieving them, including evaluation criteria.

There will be technical criteria to meet, such as letters of commitment, budgets that balance and are reasonable, non-discrimination statements, etc. There may also be a limit on the number of pages you can submit. Failure to follow any of the instructions in the application guidelines can knock out an otherwise exemplary proposal. Don't let it happen to you.

Rule 2. Apply to the Right Source for the Right Project. Remember, funding sources have money available to solve certain social problems. These funding sources are charged with identifying agencies like yours with the ability to address these problems. If you really can help them to address the social problems of concern to them, they really want to find you, and they really want to fund you. But remember, funding sources are usually fairly specific in what programs they are looking to fund, so don't waste your time applying to sources that have missions that are drastically different from that of your agency.

Also, as you write a proposal, you need to show your potential funding source how giving you a grant will help to fulfill its mission, or "what's in it for them." What products or

services will you be producing that the funding source would be proud to include in its list of accomplishments? Why should they fund your agency to carry out a specific activity or project, rather than another agency?

Rule 3. You Don't Need to Reinvent the Wheel. You will rarely be preparing the first proposal to address the particular problem you have targeted. Seek out others who have written grants addressing similar problems and programs, as well as those who have been successful with the funding source you are approaching. Ask for their experiences, ideas, and insights. Ask if you can use some of their past grant proposals for ideas. Our experience has been that most individuals who work in child and youth services are glad to help. Another way of building on others' knowledge and experience is to brainstorm with staff, community professionals and other experts. Their input will help to ensure that you have addressed all the issues necessary to prepare a competitive proposal.

Rule 4. Make Personal Contacts with Your Potential Funding Source. Grant seeking is more than just writing a proposal. Probing the funding source for information early in the process will help you get on track. Or, it may reveal that your agency is unlikely to be funded by a particular grantmaker for this particular project. That information will save you hours of fruitless work and allow you to seek other options.

As you get into the proposal development process, questions about specifics may arise, and you should use these opportunities to call the funding source. It will help the quali

of your proposal, and the familiarity of the funding source's staff with you and your agency won't hurt. Finally, if you do have a personal contact with the funding source, or your staff or Board of Directors does, by all means use "who you know" to increase your funding prospects.

However, a proposal which does not address the needs of the funding source, or does not closely follow the published instructions, will rarely be funded on the basis of personal or political influence. There is no substitute for writing a quality, targeted proposal, and you should approach the task of making contacts as part of the process, not as a way around the process. Grant seeking is similar to job seeking: Contacts can usually ensure your resume is read and may even get you an interview, but if you or your resume can't persuade the person doing the hiring that you're the right person, you won't get the job.

Rule 5. Accurately Represent Your Agency's Abilities. If you have the expertise to carry out the tasks you are proposing, or can reasonably acquire the experts you need to do so, by all means advertise that fact. On the other hand, do not claim organizational capabilities that you do not have and can't acquire. Overpromising could put strains on your agency, if you do get the grant. Be sure to identify where you can acquire these resources for the purpose of conducting the project you are proposing. One option may be to collaborate with another agency that has complementary capabilities.

At the same time, don't sell your agency short. Just because you haven't done something before doesn't mean you can't. You may have a storehouse of knowledge in your agency about a related field that can enhance your proposal. For example, if you have staff that is knowledgeable about domestic violence, don't rule out

applying for child abuse prevention research grants by proposing to study the link between the two. If you are part of a national organization, like the Boys and Girls Clubs of America or the American Red Cross, check your national headquarters to see what technical support they can offer. And finally, don't forget the state universities and community colleges - they are usually looking for ways to fulfill their community service mandates, and can be incredible resources.

If the instructions say you may include letters of support and commitment as part of your application, by all means do so. Ask individuals and agencies who are familiar with your work or to whom you have provided services to write support letters that describe specifically the services you provided and how they have helped the recipients -- leading to their certainty that you will be able to fulfill the requirements of the proposed project. Agencies or consultants who have agreed to work with you on the project, on a paid or volunteer basis, should write letters stating what tasks they have agreed to do and their competence to accomplish them.

Rule 6. Market Your Agency by the Quality of Work Done on a Project. If you are awarded a grant, move swiftly to get underway. Your funding source may want to negotiate on specifics of the program. Be flexible, but, again, don't agree to do more than your agency or organization can handle. Think of your funding source as your boss for this project. You may want to impress them with your abilities and to demonstrate they should, when new grant possibilities arise, pay you to do additional work for them. Make them proud of their decision to "hire" you, and give them bragging rights through quality and usefulness of the products and services

you develop with their money. If you do, a first small grant could turn into a long-term relationship that permits your agency to grow in its ability to fulfill its mission.

Rule 7. Be Persistent. If you are not awarded a grant when you first apply, don't give up. The first thing you should do is ask the funding source for comments made by reviewers who evaluated your proposal. This should help you improve your grantwriting. At the same time, look for other potential funding sources for your project. Whether or not your proposal is funded, start a proposal binder and proposal computer disk. You will be able to use some language or concept from earlier proposals, when applying for funds in the future.

Proposal development and grant seeking is a cost-effective method for raising funds for public agencies and nonprofit organizations. The process almost always reaps benefits beyond the purely monetary, particularly in leveraging cooperation among agencies and enhancing staff knowledge on issues to be addressed in the proposed project. You can do it, and the effort will help your program in many ways.

Good luck!

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CLUSTER TRAINING

The Advisory Board met in Reno, Nevada, on July 21st to review the Cycle I Technical Assistance Requests. Requests were received from eight NPOs. A common request from all of the organizations was assistance in fundraising; both special event fundraising and grant writing. In order to meet this training need, the board decided to offer a cluster training to teach the skills of writing grants and developing effective special event fundraisers.

The training will be held November 10 - 14, 1993, at the Tucson East Hilton and Towers, in Tucson, Arizona. Training will be held in four full day sessions, with a morning session on Sunday. This expanded timeframe is necessary in order provide all the needed information and the opportunity for "hands-on" training. A registration form with more information will be mailed to each NPO.

In addition to the training, there will be scheduled times for the AAMECO committees to hold meetings. These meetings will run simultaneously, so if you have signed up for more than one committee you may want to choose which committee your skills would better serve. Likewise, if you are a committee member but one of your staff would better benefit from the fundraising training, and only one is able to attend, you may want to delegate your committee duties to your staff for this meeting. If you have any questions or concerns, please contact Linda Lowrance or Dorothy Tyler by calling toll free 1-800-FYI-CALL; your call will be promptly returned.

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National Victim Center
309 West Seventh Street Suite 705
Fort Worth, Texas 76102

NPO TECHNICAL ASSISTANCE

BULLETIN

PRODUCED BY THE NATIONAL VICTIM CENTER

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GRANT NEWS

from the Project Director, John Pogash

During the past few months, Project Staff have been fulfilling requests for technical assistance which were submitted by participating NPO's and approved by the Grant Advisory Board and OJJDP. Plans are also being made for an October conference. I would like to take this opportunity to thank Grant Advisory Board members and Project Staff for their commitment and assistance in these critical projects.

As you may recall, Project Staff sent participating NPO's a *Conference Proposal Worksheet* a few months ago. I would like to thank all who responded, especially those who offered to serve as part of the host committee for the October conference. They are as follows: The Amber Foundation for Missing Children and Child Quest International; the Heidi Search Center and the Texas Association for Stolen Children; the National Missing Children's Locate Center; and Missing Children Minnesota and the Jacob Wetterling Foundation.

The decision to select a conference site was a difficult one. After reviewing each proposal, Project Staff selected Minnesota for the October conference. Missing Children Minnesota and the Jacob Wetterling Foundation will serve as members of the host committee. We are currently in the process of securing a hotel, conference speakers and presenters, and finalizing the conference agenda.

In July, the Grant Advisory Board will meet in Arlington, Virginia, to review any outstanding requests for technical assistance, discuss plans for the October conference and projects and activities for this grant's third and final year. In addition, AMECO's Interim Board of Directors will also attend a strategic planning training session.

Project Staff are working on completing a *Board of Directors Retreat Syllabus* for all participating NPO's. It will include detailed worksheets and other materials for board members as they develop strategic plans, budgets and fund raising strategies for their organizations. It will be modular so that users may structure their board retreat to meet their specific needs by using only the modules they need. A facilitator's guide will also be included. In addition, publications specific to volunteer management are being researched for purchase and dissemination to participating NPO's. We hope to have these materials available by October.

We hope that this year's Missing Children's Day *Strategies for Action Kit* and Public Service Announcement tape were useful in helping you commemorate Missing Children's Day. Project Staff received numerous positive comments regarding these tools. Please take a moment to fill out the evaluation form included in the strategies kit and send it to us. Your comments on these projects are welcome and valuable as we begin planning for next year's Missing Children's Day.

CELEBRATING NATIONAL MISSING CHILDREN'S DAY, 1994

The following are reports on Missing Children's Day activities hosted by some of the grant participants. If you hosted an event, the project staff is eager to hear how it went. Mail us promotional material or articles or call us with an update so that we may share your successes with your colleagues.

National Missing Children's Locate Center Portland, Oregon

For several years, the National Missing Children's Locate Center (NMCLC) in Portland, Oregon, has observed National Missing Children's Day by participating in a ceremony at a nearby memorial garden.

Walt Underwood, the owner of the nursery, has cultivated the garden area with special care, as it was created in honor of his two daughters. Both girls were taken by their non-custodial mother fifteen years ago when she utilized the help of an underground network to go into hiding. Walt founded the Oregon Child Custody Protection Association and was instrumental in the passage of strict custody laws in the state. He asked Marilyn Mann and Steve Jenkevice to take over operations for that organization so that he might concentrate more time toward the recovery of his daughters.

The ceremony was emceed by a NMCLC advisory board member who also owns a local radio station. The tribute incorporated personal messages from the family and an address by the sheriff who was involved in the search for the Underwood girls. Hopeful that both girls will someday return, the staff of the National Missing Children's Locate Center continues their search.

Nevada Child Seekers Henderson, Nevada

This year, Nevada Child Seekers advertised the porch light initiative and National Missing Children's Day on thousands of milk cartons. The local dairy's involvement brought the special packaging to an estimated 25,000 households during three weeks prior to May 25th. This promotion introduced many area citizens to the organization as well as the commemorative event. The local media became involved by interviewing Patti Giles, the Executive Director of Nevada Child Seekers. They also broadcasted viewpoints of local citizens on the issue.

Missing Children's Center, Inc. Winter Springs, Florida

The Missing Children's Center in Winter Springs, Florida, held a Missing Children's Day ceremony which truly had something for everyone. Education was provided by the families who spoke of their personal experiences of living through the ordeal of child abduction. A candlelight vigil honored those children still missing as well as those who did not survive the tragedy. The commemorative day was publicly recognized by local government officials who issued proclamations to the organization. The Missing Children's Center's teamwork with law enforcement was recognized by the police officers present. At night's end, the organization collected approximately \$2,500 in donations from a corporate foundation, the Rotary Club, a veterans' organization and the attendees at the event.

CELEBRATING NATIONAL MISSING CHILDREN'S DAY, 1994

Paul and Lisa Program Westbrook, Connecticut

The Paul and Lisa Program maintained a tradition by hosting a morning ceremony for Missing Children's Day and inviting children from local day care centers to attend. The "Run, Yell, and Tell" safety program, developed by Missing Children Minnesota, was presented for the children. A board member even dressed up as Barney, the nation's favorite dinosaur! The youngsters sang an adaptation of "Twinkle, Twinkle, Little Star" to include the statement; "How I wonder *where* you are."

Adults heard about the importance of Constitutional Rights for children, and Mario Gaboury addressed the gathering on the plight of missing and exploited children. Audrey Barnaba, the wife of Frank Barnaba, founder of the organization, made a quilt from sections purchased for donations. The beautiful piece, now hanging in the Paul and Lisa Program office, is a wonderful symbol of the community's support for the cause.

Children Returned on Missing Children's Day!

As National Missing Children's Day approached, countless parents hoped that this day could be celebrated with the return of their children. The wishes of an Arizona father came true when Ryon and Rhytt Sierra were returned safely on May 25th. Taken by their non-custodial mother in late April, the abductor of the seven and eight year-old pair acted quickly to remove the children from their homes, change their names, and travel with Ryon and Rhytt to both California and New Mexico. Constant pleas on the part of the children forced the mother to confess her crime to law enforcement authorities, resulting in their return to their father in Flagstaff, Arizona.

New York Requests Assistance from Rick Benningfield and the National Guard

Heidi Allen, an 18 year-old from New Haven, New York, was abducted from her part-time job at a convenience store on Easter Sunday. After weeks of an unsuccessful effort to find her, the family requested the assistance of Rick Benningfield, Director of Operations for the Heidi Search Center in San Antonio, Texas. His leadership in the search led to involvement by the National Guard and an arrest of the man believed to have abducted Heidi on May 25th. Unfortunately, Heidi has not yet been found.

Rick was asked to coordinate the extensive ground search because of his involvement in over 40 abduction cases, including that of Polly Klaas, in California. His expertise in managing the volunteer aspects of ground searches was welcomed by the exhausted family members who had been maintaining the volunteer center in the local firehall.

Several changes in the operation were made shortly after Rick's arrival in New York. Decisions to end searches of private property and pay special attention to documentation associated with the search were important ones. In addition, Rick quickly made contact with Governor Mario Cuomo, who approved placement of 200 members of the National Guard on this special assignment. The coordination of community volunteers and commitment from the state in the recovery effort allowed the Sheriff's department to focus on the investigation, and build a case for the May 25th arrest of the suspect.

The disappointment of not recovering Heidi cannot be measured. All involved would have much rather celebrated National Missing Children's Day with the return of Heidi Allen *and* the arrest of her abductor. However, the well-coordinated effort between hundreds of volunteers, and the State and local governments, has brought the Allen family one step closer to solving the mystery of what happened to their daughter Easter morning.

PROTECTING YOUR BOARD FROM LIABILITY RISKS

For a majority of nonprofit organizations and their associations, members of the board of directors serve on a volunteer basis. As board members, they make difficult decisions for their organizations. However, even though they are volunteers, they can be sued as a result of their decisions as board members. In today's world, it has become crucial for nonprofit organizations and associations to purchase *Directors and Officers (D & O)* liability insurance so that board members can volunteer their services without risk to their personal assets.

Nonprofit board members are becoming more and more vulnerable to lawsuits. Many D & O claims are filed by employees of NPOs for such claims as wrongful termination, failure to properly promote employees, sexual harassment, and discrimination in salary and duties. Board members may be sued individually or as a group in these types of issues. Increasingly, courts are holding board members accountable if they do not follow adequate procedures in making personnel decisions.

Discrimination issues, such as racial, sexual, religious, age and sexual-orientation matters, are also being litigated more frequently and board members are often included in the suits. Conflicts of interest may make board members vulnerable to lawsuits as well, especially when the board does not have or enforce strict conflict-of-interest rules.

The fiscal "crunch" that has affected many nonprofit organizations may also lead to litigation involving board members as individuals or a group. As nonprofits enter into new relationships, such as shared use of facilities with other nonprofits and other joint ventures, they may open the door to

litigation involving these relationships.

The growth of regulation by the Federal government in financial and other areas may lead to litigation naming board members as defendants. The Internal Revenue Service (IRS) may even hold individual board members financially responsible when administrators have erred in not forwarding moneys withheld from employee payroll income tax promptly.

One of the most obvious and important actions that an NPO can take to control its board members' exposure to the risk of such litigation is to purchase appropriate D & O insurance to protect each board member's personal assets from threat or loss due to litigation. Evaluate different insurance providers not only on price but also on their willingness to include the coverage needed to protect board members from undue risk. Be sure your policy provides coverage in all the following areas:

- The definition of insured persons should be broad. In addition to members of the board of directors, key administrators should be included for any area in which decisions are jointly made. Courts have held that if every committee member is not insured, then no one is covered if the committee is sued.
- The insurer must provide payment for defense against litigation on a current basis. Otherwise, some attorneys may be less willing to provide a vigorous defense.
- The policy should state that cancellation may not take place during the period of the policy. A "bilateral discovery option"

provision would also be helpful to provide that claims may be reported for some time after the policy has been terminated.

- Claims for wrongful acts by the organization itself should be included, as well as claims for wrongful acts by directors, officers or employees.
- It is essential that the policy include claims for personnel actions, such as dismissal, retirement and promotion. Be sure that the policy covers claims brought by one or more insured persons against others insured under the same policy. Claims against discrimination, sexual harassment and wrongful termination should also be specifically included.
- Be sure that the policy does *not* have a clause excluding antitrust violations. Such a clause can cause undue risk to the organization and its board of directors. New Federal government efforts may make this an applicable risk for NPOs in the future.

Adequate D & O insurance coverage can help organizations protect their board members from the risks of much litigation today. A good insurance policy will allow board members to focus their efforts on the organization's problems, without fear of undue exposure for their actions.

Further References

Lai, Mary L., et al., *Am I Covered for...? A Comprehensive Guide to Insuring Your Nonprofit Organization*.

McLaughlin, Thomas A., "The Liability Insurance Maze: There is a Way Out," *Nonprofit World*, January-February 1990.

Minnesota Office on Volunteer Services, *Planning It Safe: Liability and Risk in Volunteer Programs*.

Tremper, Charles Robert, *Reconsidering Legal Liability and Insurance for Nonprofit Organizations*.

These publications are available through the Society For Nonprofit Organizations' Resource Center. For ordering information, contact the Society at 6314 Odana Road, Suite 1, Madison, Wisconsin 53719 (800-424-7367).

PERSONNEL MANAGEMENT In the Beginning...

A job application form can be a valuable tool for the employer and serve as protection against lawsuits if employees are terminated because they misrepresented themselves. Even if a resume of qualifications has been submitted, applicants should be required to complete and verify the accuracy of the background information they provide by signing it.

However, if you are using a standardized form developed years ago, you might want to modify it in order to meet the standards of the Equal Employment Opportunity Commission. It is important that documentation used to screen applicants is not discriminatory and cannot be perceived as such. Review the form you use to gather background information in your selection process and remove any reference to the following:

- Date of Birth
- Country of Birth
- Marital Status
- Number of Children
- Graduation Dates
- Native Language Spoken
- Status of Military Discharge
- References to Personal Appearance (Height and Weight, Color of Hair and Eyes, etc.) or Request for Photograph
- Handicaps or Physical Disabilities
- Names of Relatives
- Membership Activities

EMPLOYEE CLASSIFICATION - WHEN IS IT NECESSARY TO PAY OVERTIME?

The April edition of the Technical Assistance Bulletin discussed the issue of classification with respect to employees and contractors. Responsibility to pay overtime for certain employees makes it equally important for employers to know the difference between exempt and non-exempt employees. Once again, a misclassification can be an expensive mistake if a government audit determines non-compliance.

Usage of the term "exempt" in employment practices relates to coverage under the *Fair Labor Standards Act*. One of the oldest federal employment laws, this labor statute protects the employee by setting a baseline for hourly compensation rates allowable. It also assures that workers in lower paid jobs are compensated with overtime pay when working in excess of 40 hours per week. Exemptions are included in the statute, eliminating the employee's obligation to pay any overtime to certain employees. The three categories of the exemptions which apply to this audience are outlined below.

"Executives" are those employees whose primary duty is to manage. "Professionals," are those employees whose job requires specialized instruction or skill. Someone who is declared exempt and categorized as "professional" does not necessarily supervise others or hold management responsibility. It is the last exemption, "administrative" employees, which seems to be most often misinterpreted.

"Administrative," in the context of the *Fair Labor Standards Act*, is different than the definition traditionally used in the business sector. For example, an "administrative assistant" is normally a member of a team which supports the management staff, involving more clerical functions than planning or managerial skills. The administrative exemption included in the *Fair Labor Standards Act* is provided for

employees whose primary role is to perform non-manual work relating to management policies or general operations. In addition, the following conditions must be met:

- The person must regularly exercise discretion and independent judgement in their work;
- The person must either be an assistant to an executive or other administrative person, work under general supervision along specialized lines, or perform special assignments under general supervision;
- The person must not devote more than 20% of their time to work other than that described; and
- The person must be paid at least \$155 per week.

The first criteria, relating to independent judgement, is a key point in determining whether someone can be declared exempt. Contrary to popular belief; title, job description and salary are not relevant if an employee interview reveals that the work actually being performed is actually of a non-exempt nature. The concept of decision-making is determined to involve the following elements:

- Comparison and evaluation of possible approaches to a situation and action or making a decision based upon consideration of options;
- Authority or power to make a decision in significant matters, free from immediate supervision; and
- Involvement in formulating policy.

The Wage Hour Division of the Department of Labor has recently devised a plan to

EMPLOYEE CLASSIFICATION (ctd.)

uncover a higher percentage of those in violation of wage hour laws in an effort to protect low wage workers. In addition, an employee who makes an inquiry because they feel they have been denied overtime wages may be enough to prompt an investigation. The amount of back pay due can and has been substantial when records for several years reveal inappropriate classification. A decision applies to **any** time over a 40-hour work week, including work performed on the employee's own initiative in pursuit of a promotion, time spent preparing for work or any necessary training conducted. **As is the case with all employment practices, it is wise to contact a personnel specialist to assure that you are classifying employees properly and compensating employees at overtime rates when necessary.**

National Association of Town Watch Sponsors NATIONAL NIGHT OUT - AUGUST 2, 1994

The National Association of Town Watch (NATW) is a nonprofit organization dedicated to the development and promotion of organized, law enforcement-affiliated crime and drug prevention activities. Their membership consists of groups and individuals which participate in police-community crime prevention programs. These include: Neighborhood, Crime, Community, Town and Block Watch Groups; law enforcement agencies; state and regional crime prevention associations; and a variety of businesses, civic groups and concerned individuals.

As part of their mission to promote community involvement in anti-crime activities, NATW annually sponsors National Night Out, a commemorative event which has grown to involve millions and include participation in all 50 states, U.S. territories, Canada and U.S. military bases around the world. Each August, National Night Out is observed in an effort to:

- Heighten crime and drug prevention awareness;
- Generate support for local anticrime efforts;
- Strengthen neighborhood spirit and police-community relations; and
- Send the message that neighborhoods are concerned about crime and fighting it.

Typically, celebration of National Night Out involves illumination of outside lights in residential neighborhoods hosting events such as block parties and cookouts. City-wide efforts such as parades or messages on skyscrapers have also been initiated in the past as part of this project.

Your organization may want to get involved in events being conducted on August 2nd or organize your own activity for National Night Out. To register for National Night Out and obtain planning materials, call 1-800-NITE-OUT. It could prove to be a valuable networking opportunity and a chance to educate concerned citizens about your role in crime prevention efforts in the community.

IN SUPPORT OF

MISSING & EXPLOITED CHILDREN'S ORGANIZATIONS

NPO TECHNICAL ASSISTANCE BULLETIN

PRODUCED BY THE NATIONAL VICTIM CENTER

Volume 1 Number 11

August, 1994

GRANT NEWS

from the Project Director, John Pogash

The past several months have been spent making plans for the October conference. Project Staff would like to take this opportunity to thank those who have helped to finalize the agenda and activities for this national event. The OJJDP Grant Advisory Board and the Interim Board of Directors for the Association of Missing and Exploited Children's Organizations (AMECO) have been of great assistance. A special thanks is extended to the Jacob Wetterling Foundation and Missing Children Minnesota, who volunteered to serve as part of the host committee. The contributions of time and expertise have resulted in a three-day event which promises to be a wonderful training and networking opportunity.

The conference is entitled *Focus on the Future: A National Response to the Needs of Missing and Exploited Children and Their Families* and is scheduled to be held October 13 -15, 1994, in Minneapolis, Minnesota. By now, participating nonprofit organizations (NPO's) should have received the agenda and registration information. Invitations have also been mailed to several other organizations in both Canada and the United States.

The OJJDP Grant Advisory Board and AMECO's Interim Board of Directors will meet prior to the conference on October 12. General registration for conference participants will be held from 8:00 a.m. to 8:30 a.m., on October 13. Nine general sessions, eight workshops and a luncheon address are scheduled for the three-day gathering.

As you know, the AMECO's Interim Board of Directors met in late July. I am pleased to announce that, during that meeting, AMECO became formally incorporated. On behalf of the National Victim Center, I would like to congratulate all those that helped to make this possible. In particular, the Interim Board of Directors should be commended for their hard work and dedication to missing children and the organizations that serve them. A formal presentation of the AMECO organization will be provided by the AMECO Board at the conference.

Enjoy the rest of your summer -- I am looking forward to seeing all of you at the October conference!

NONPROFIT BOARD COMMITTEES -- HOW TO INVOLVE BOARD MEMBERS

The work of an effective board of directors for a nonprofit organization is performed, not at board meetings, but rather through committees. Committees enable boards to be more efficient and to distribute work evenly among members. Committee work engages all board members in regular activities that extend their responsibilities far beyond board meeting participation. Committees also make full use of the experience, talents, interests and enthusiasm of each board member: As a result, the board's members are more satisfied and feel that they are making tangible and meaningful contributions to the organization.

Committees develop policy options for the board and recommend actions for its consideration and approval. A committee's size, the expertise of its members, and its focused charge enable it to analyze issues more completely and usually reach consensus more quickly than can the full board. Committees make a critical contribution to the board's deliberations and decision-making, but they do not supplant the responsibilities of the full board. Every board member remains accountable for the actions the board takes on committee recommendations.

There are two basic kinds of committees -- *standing* and *special*. A standing committee performs a "continuing function" and operates indefinitely. A special or "*ad hoc*" committee is organized with a specific objective, problem or project in mind and usually disbands after its work is completed.

Standing committees should be created to deal with organizational and operational procedures of the organization. Typical standing committees are the executive, development, nominating, finance, audit, personnel, and program committees. Other committees may be created, such as a strategic planning committee or a public affairs committee.

Ineffective committee organization can be avoided if each committee has a specific statement of responsibilities that spells out its job, its relationship to the full board, and its role in relation to the staff. For a standing committee, this charge is usually expressed in the bylaws; an *ad hoc* committee should also have formal, written statements of responsibility. A review of the charge and an assessment of the need for the committee should be a part of the committee's annual evaluation process.

The size of a committee depends on how many people are needed to do its work, the size of the full board, and the availability of board members. Some committees may include non-board members or volunteers. Every board member should serve on at least one committee, but preferably no more than two. As much as possible, board members should be assigned to committees based on an evaluation of their experience, skills, interests and availability.

Committee members are appointed by the board chairperson, usually in consultation with the nominating committee, the executive director and the committee chairperson. The committee chairperson is also appointed by the board chairperson, in consultation with the executive director. Written job descriptions for the committee chairperson and committee members clarify responsibilities and thus contribute to the committee's effectiveness. The following responsibilities should be included in these job descriptions:

CHAIRPERSON:

- Sets the tone for committee work and oversees the logistics of the committee's operation.
- Reports to the full board on committee decisions, policy recommendations and other committee business.
- Assigns work to committee members, sets meeting agendas and runs meetings, and ensures distribution of minutes and reports to members.
- Initiates and leads the committee's annual evaluation.

COMMITTEE MEMBERS:

- Must make a serious commitment to participate actively in the committee's work, including substantive participation in meetings and discussion.
- Should volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Must stay informed about committee matters, prepare themselves well for meetings, and review and comment on minutes and reports.

- Should build a working relationship with other members that contributes to consensus.
- Should be active participants in the committee's annual evaluation.

The purpose and tasks of *key standing committees* for nonprofit boards are as follows:

The **EXECUTIVE COMMITTEE** is usually composed of the board officers with the board chairperson as committee chair. This committee meets regularly to review operational, programmatic and financial matters. It might deal with urgent matters that cannot wait for the next full board meeting, specific questions referred by the full board, or routine matters that do not require full board disposition. It is this committee which is charged with establishing and implementing a process for assessing the performance of the executive director. The executive committee's role should be clearly defined in the board's operating policies.

The **DEVELOPMENT COMMITTEE** develops policies, plans, procedures, and schedules for board involvement in fund raising, while the staff creates the overall strategies, procedures and schedules for fund raising. The development committee plays a strong role in identifying, cultivating and approaching major donors. It works closely with the executive and finance committees.

The **NOMINATING COMMITTEE** determines the composition of the board by identifying, recruiting and proposing board members. The nominating committee develops written descriptions of board member responsibilities and also develops and nominates board officers. A strong nominating committee leads to a strong and effective board.

The **FINANCE COMMITTEE** coordinates the board's financial oversight responsibilities by overseeing the organization's assets, reviewing the annual budget and recommending it to the full board for approval, monitoring budget implementation and financial procedures, and reviewing monthly financial reports. The staff, not the finance committee, actually prepares the draft annual budget and periodic financial statements.

The **AUDIT COMMITTEE** provides board oversight of the organization's annual financial audit and presents and explains the audit to the full board. When the audit reveals the need for improvement in financial management or reporting procedures, the

audit committee monitors the implementation of the necessary changes.

The **PERSONNEL COMMITTEE** develops personnel policy and procedure guidelines in cooperation with the executive director, reviews the annual personnel budget, and may be involved at the policy level in such matters as staff selection and evaluation (although these matters are usually within the purview of the executive director).

The **PROGRAM COMMITTEE** recommends to the full board a policy on the organization's programs and activities, sets guidelines for board involvement in program matters, and monitors implementation of the organization's strategic plan with regard to programs. On behalf of the nonprofit organization's staff, it recommends major program initiatives to the full board for approval and reports regularly on the organization's programs.

The key to successful board committees is to understand their limitations and their strengths. They should never supplant the legal and corporate responsibilities of the full board, yet used productively, committees are an excellent foundation for good governance and guidance of any NPO.

FURTHER REFERENCES

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Conrad, William R., Jr., and William E. Glenn. (1983). *The Effective Voluntary Board of Directors*, rev. ed. Athens, OH: Swallow Press, 244 pages.

Lang, Andrew S. (1993). *The Financial Responsibilities of Nonprofit Boards: An Overview of Financial Management for Board Members*. Washington, DC: National Center for Nonprofit Boards, 36 pages.

O'Connell, Brian. (1985). *The Board Member's Book*. New York, NY: The Foundation Center, 208 pages.

Olenick, Arnold J., and Philip R. Olenick. (1991). *A Nonprofit Organization Operating Manual: Planning for Survival and Growth*. New York, NY: The Foundation Center, 484 pages.

COMPUTER AGE-PROGRESSION: TECHNOLOGY THAT BRINGS CHILDREN HOME

Computer age-progression is more than a fascinating example of modern technology. The complex process blends forensics and computer sciences to produce images which predict how children mature and adults age over time. The National Center for Missing and Exploited Children's (NCMEC) application of this technology, combined with a powerful distribution network, has helped to resolve abduction cases and bring missing children home to their families. The technique behind the image was illustrated for Project Staff by Horace Heafner and Glenn Miller, NCMEC's Computer Age-Progression Specialists.

NCMEC simulates the maturation process and produces computer images of children who are recorded in the FBI's National Crime Information Computer (NCIC) as being missing for two years or more. The images are reproduced on posters and on the reverse side of postcard-sized advertisements distributed

to thousands of households across the United States. The procedure provides law enforcement and the general public with a better idea of the child's current appearance. It reminds the public of cases which may not be new but still require attention. Lastly, it proves to families that cases are being pursued and brings hope to those who have spent years waiting for the return of loved ones.

Sophisticated software enables an Age-Progression specialist to combine science and art. The complex process starts with knowledge of facial development. Knowing the changes which take place in facial features at various stages of life is critical. For example, by age seven, growth of the eyes and the area around them is basically complete. Therefore, an age-progression specialist would not estimate a great deal of change in this particular region of the face. However, the area below the eyes would mature a great deal during

this stage of a child's growth. The nose grows out and downward. The growth of adult teeth has a significant affect on the shape of the mouth and the jaw line. An age-enhancement specialist also notes the relationship of an individual's features throughout the process, seeing that proper proportions are maintained.

Another key element to accurate age-enhanced images is the quality of the photographs used as the basis for the process. Current and old photographs of a missing child, their siblings and parents are important, as inherited family likenesses are incorporated into the process. Obtaining quality photographs can be challenging, especially in cases of family abductions. Photographs of a non-custodial abductor may be impossible to access. And having this piece of the puzzle could be critical if the missing child bears a close resemblance that parent.

The actual procedure is outlined below:

- A photograph of the child's face is scanned into the computer.
- The photograph is sized and aligned, and contrast adjusted.
- The image of the face is stretched, downward and outward to reflect the amount of craniofacial growth known to occur during a particular period. This is done with a grid that is stretched vertically, horizontally, and diagonally over the child's face.
- The stretched image of the child is merged with the face of a sibling or parent at the same age as the missing child. The specialist will choose the proportion of the child's image to that of a family member's which seems most probable. For example, the final product might be composed of 70% of the missing child's face and 30% of her older brother's. Particular attention is given to uniquely inherited traits and features.
- The artistic work or actual drawing of the image is done with a

computer process known as pixelation. This blends features and creates a photographic likeness.

- The specialist chooses a hairstyle consistent with the child's age, gender, and race and ethnic group. Appropriate clothing styles are also selected during this process. The development of teeth during a particular growth stage is also taken into consideration. These selections are made from family photographs or NCMEC's vast computer file of children's photographs.
- The completed image is then printed and given to law enforcement and used for poster distribution or television media.

Besides producing images of missing children, the age-progression process is also useful when a more recent image of an abductor is required. Beards, glasses, and weight can be added or removed and hairstyles and hair color can be changed. The technique can also reconstruct pictures of unidentified bodies, which is useful in situations when a body is partially decomposed or

otherwise unidentifiable when found.

A newer method of photograph enhancement is called "morphing." This process of blending two images together was originally designed for movie making. The software is colorized, unlike that used for age-progression. It also compensates for photographs taken at different angles. When morphing, a specialist must code areas to blend. For reasons of cost and time, creating black and white images is more practical in the search for missing children. Presently, color is used only in special situations, such as major media cases. As technological advances are made, perhaps more color pictures will be utilized.

The following questionnaire will be helpful in a variety of fundraising activities. Some of the questions presented are likely to be asked by those you solicit for in-kind donations. Other parts of the questionnaire refer to information which will enhance future proposals. Still other questions will help you as you prepare a development plan for your organization.

PRE-FUNDRAISING
SELF- ANALYSIS QUESTIONNAIRE

1. What is your agency's mission? What are you trying to accomplish? How would you explain your purpose in 25 words or less?
2. Who are your clients? Who do you serve?
3. What geographic areas do you serve?
4. Who else does what you do or could be confused with you?
5. How are you different from each of these groups?
6. Do you have a long-range organizational plan? Is it tied to short-term project plans? Are these plans the basis for your fundraising or are you just chasing money?
7. Does your agency have a well-developed budgeting and accounting system?
8. What are your current sources and amounts of funding? Do these represent restricted or unrestricted funding?
9. What non-cash resources does your agency receive?
10. What previous experience do staff and board members have at fundraising?
11. What amounts of funding are needed? What type of funding is being sought: general support or project funding? What is the timeframe for developing new funding?
12. What resources can be allocated to fundraising: cash, staff, and board?

Source: Sue Vineyard and Steve McCurley (1987). *101 Ways to Raise Resources*. Downers Grove, Illinois: Heritage Arts Publishing.

NATIONAL MISSING CHILDREN'S DAY: NO TIME LIKE THE PRESENT!

It seems as though National Missing Children's Day was weeks and not months ago. However, it is time to start thinking about how your organization will observe the commemorative event in 1995. Assure that your public awareness campaign is even more effective this May. May 25th is less than nine months away. Conduct a thorough review of the ideas presented in the last edition of the National Missing Children's Day *Strategies for Action* kit. Consider pulling components of several different community awareness or fundraising ideas. Use this time to:

- Ask a local cable station to format the public service announcement tape so that it may shown on a video cassette recorder;
- Cultivate contacts by sending letters of introduction. Follow up to make appointments to discuss creative ideas;
- Develop a proposal to obtain corporate sponsorship for a large-scale event;
- Secure a pro-bono arrangement with the vendor whose services cost you the most last year;
- Obtain a commitment from a powerful organization to "adopt" your cause, plan and host an activity; and
- Prepare an action plan for involving volunteers and start selective recruiting.

Advance planning will show that you are organized. This will establish credibility and make your audience more willing to participate in a National Missing Children's Day activity in 1995. Sponsors will be able to discuss ideas and possibly have more money to invest in an activity if secure a commitment now. Volunteers will be able to creatively plan in the months ahead.

\$
\$

QUOTES FOR CREATIVE FUNDRAISERS:

No person was ever honored for what he received. Honor has been rewarded for what he gave.

- Calvin Coolidge

Each time a person stands up for an idea, or acts to improve the lot of others, or strikes out against injustice, they send forth a ripple of hope.

- Robert Kennedy

You make a living by what you get. You make a life by what you give.

- Winston Churchill

The trouble with being poor is that it takes up all your time.

- William de Kooning

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APPENDIX IV

***SAMPLING OF TRAINING AGENDAS
DEVELOPED DURING THE LIFE OF THE
GRANT PROJECT***

*NATIONAL VICTIM CENTER
TRAINING AND TECHNICAL ASSISTANCE:*

*GRANT WRITING
AND
SPECIAL EVENT FUNDRAISING*

TUCSON, ARIZONA

NOVEMBER 10 - 14, 1993

TUCSON EAST HILTON - TUCSON, ARIZONA

REGISTRATION DEADLINE: OCTOBER 8, 1993

MISSING CHILDREN'S NONPROFIT ORGANIZATION TRAINING:

GRANT WRITING AND SPECIAL EVENT FUNDRAISING

The cluster training conference for grant writing promises to be both a learning and fun filled experience. Come join us in learning the "ins and outs" of innovative fundraising. Bring a copy of your best and worst grant proposal. This training will give you the tools you need to write creative proposals and plan successful events.

There will be time set aside during the day for AAMECO committee meetings, so please coordinate with your fellow committee members to ensure representation at all meetings.

Please complete the forms included within and return to the National Victim Center with your registration form.

Location

The stunning desert setting of Tucson, Arizona is the site of the training conference. The Tucson East Hilton and Towers sits at the foot of the Rincon Mountains and offers free transportation to the restaurants and shopping in a three mile radius. Area attractions include Old Tucson Studios, where such movies and television shows as The Outlaw Josey Wales and Little House on the Prairie were filmed; for the more futuristic, Biosphere 2 is just an hour away. Whatever your pleasure Tucson's ideal weather and genuine hospitality will make for a wonderful time.

Transportation

All transportation costs will be paid for by the National Victim Center. Reservations may be made through **Kelley Moore Travel** by calling toll free **1-800-875-5687**. Please ask for Neva.

Travel from the airport to the hotel is available through the Stagecoach 24 hour shuttle service at a minimal charge.

Accommodations

All participants will be staying at the Tucson East Hilton and Towers, Tucson, Arizona. Room charges, food and applicable taxes will be paid for under the grant from OJJDP. Incidentals (telephone charges, alcohol, etc.) are the responsibility of the individual. A representative of the National Victim Center will reserve your hotel room for you. To insure space availability, hotel reservations **must** be made by October 8, 1993. Be sure your registration form or notice of intent to attend is to us by that date. On your registration form, please list your dates of arrival and departure.

NONPROFIT ORGANIZATION TRAINING CONFERENCE:
Grant Writing and Special Event Fundraising

REGISTRATION FORM

NAME (Please Print) _____

TITLE _____

AGENCY/ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

TELEPHONE NUMBER: (____) _____ FAX NUMBER (____) _____

Yes, I will attend the meeting.

No, I cannot attend but please keep me informed of future meetings.

DATE OF ARRIVAL _____ DATE OF DEPARTURE _____

Do you prefer a smoking _____ or non-smoking _____ room?

If more than one person is attending, please photocopy and fill out a form for each person.

Reminder: Airfare will be paid for only one person from each agency.

Please return to: National Victim Center, 309 West 7th Street, Suite 705, Fort Worth, TX 76102; by October 8, 1993. If you wish, fax your registration to (817) 877-3396.

This meeting is supported by Grant No. 92-MC-CX-0003 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U. S. Department of Justice.

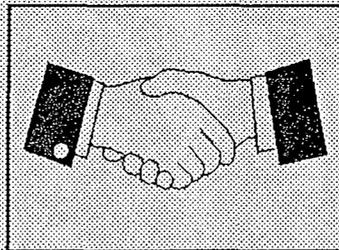
NATIONAL VICTIM CENTER

TRAINING AND TECHNICAL ASSISTANCE:

A-WAY-OUT PROGRAM:

*MEDIATION TO PREVENT
AND RECOVER MISSING
CHILDREN*

*IN COOPERATION WITH
CHILD FIND OF AMERICA, INC.*



FISHKILL, NEW YORK

JUNE 17 - 19, 1993

MARRIOTT RESIDENCE INN

MISSING CHILDREN'S NONPROFIT ORGANIZATION TRAINING: A-WAY-OUT PROGRAM

Child Find of America's Mediation Program is a unique, innovative method of facilitating the return of parentally abducted children and has been useful in preventing parental kidnappings. Through this program, abducting parents who are in hiding with their child or a parent contemplating abduction are provided an opportunity to resolve their differences with the child's custodial parent through confidential, no cost mediation.

The Mediation Program began in Florida in 1986. Since then it has been a successful tool to recover children and provide abducting parents a safe vehicle to return the child while ridding themselves of the uncertainty of a life on the run.

This cluster training is not intended to duplicate the Mediation Program in the offices of the NPOs who choose to attend. However, it is an opportunity to learn more about the program and ways in which NPOs may broaden the scope of their service to clients through coordinated efforts with Child Find.

Beyond the Mediation Program, participants will develop communication skills that will enhance their interaction with staff, criminal justice officials, and clients.

Location

Just north of the "The Big Apple" is the lovely town of Fishkill, New York. On the banks of the Hudson River, the town of Fishkill was settled by Dutch colonists and still reflects its grand heritage in a legacy of culture. Historical sites and museums, like the Vanderbilt Mansion and the Franklin D. Roosevelt National Historic Site are accessible to the public, and shopping, hiking and golf are just a few of the other activities waiting to be enjoyed by visitors to the area.

Transportation

All transportation costs will be paid for by the National Victim Center. Travel arrangements should be made through Main Street Travel, a Carlson Network Agency by calling: **1-800-654-4995**; please ask for Sarah.

Transportation from the airport to the hotel will be arranged by Child Find and the National Victim Center; instructions will be sent with the registration confirmation letter.

Accommodations

All participants will be staying at the Residence Inn in Fishkill, New York. Room charges, food and applicable taxes will be paid for under the grant from OJJDP. Incidentals (telephone charges, alcohol, etc.) are the responsibility of the individual. A representative of the National Victim Center will reserve your hotel room for you. To insure space availability, hotel reservations **must** be made by May 28, 1993.

NONPROFIT ORGANIZATION TRAINING CONFERENCE:
A-Way-Out Program

REGISTRATION FORM

NAME (Please Print) _____

TITLE _____

AGENCY/ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

TELEPHONE NUMBER: () _____ FAX NUMBER () _____

Yes, I will attend the meeting.

No, I cannot attend but please keep me informed of future meetings.

DATE OF ARRIVAL _____ DATE OF DEPARTURE _____

Do you prefer a smoking _____ or non-smoking _____ room?

Please advise to the size of room needed:

Single, one person/one bed

Double, two persons/two beds

Reminder: Airfare will be paid for only one person from each agency.

Please return to: National Victim Center, 309 West 7th Street, Suite 705, Fort Worth, TX 76102; by May 28, 1993. If you wish, fax your registration to (817) 877-3396.

This meeting is supported by Grant No. 92-MC-CX-0003 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U. S. Department of Justice.

Registration Deadline:

May 28, 1993

NATIONAL VICTIM CENTER
309 W. 7th Street, Suite 705
Fort Worth, Texas 76102

NATIONAL VICTIM CENTER

TRAINING AND TECHNICAL ASSISTANCE:

STRATEGIC PLANNING FOR THE FUTURE

The Sands Regency Hotel Casino

RENO, NEVADA

JULY 22 - 24, 1993

REGISTRATION DEADLINE: JULY 1, 1993

MISSING CHILDREN'S

NONPROFIT ORGANIZATION CLUSTER TRAINING:

Strategic Planning For The Future of NPOs

Planning for the future is absolutely necessary if an organization is to grow programmatically and survive financially. However, without specific guidelines the planning process can be bewildering, stressful and unsuccessful. Strategic planning is a road map to the future. Used correctly and followed diligently, strategic planning will help your organization move forward, from 1993, to 1995 and the year 2000. Collectively, strategic planning is the method by which the nonprofit missing children's organizations will succeed in forming a national association.

Trained professionals from the firm of Mahoney, Sheridan and Associates will instruct participants on the process of strategic planning and then apply newly acquired skill to the process of developing a national association of organizations dedicated to the prevention of and the search for missing children.

The *Strategic Planning For The Future of NPOs* is a cluster training that will plan the future for the issue and one that your agency shouldn't miss!

LOCATION

The *Biggest Little City in the World*, Reno, Nevada, is the site of the *Strategic Planning for the Future of NPOs*. Reno, a favorite vacation spot, is a city alive with activity -- from nightlife to hiking, fishing, golf, swimming and horseback riding -- just what the doctor ordered to reduce those stress levels! The breathtaking scenery of Lake Tahoe is just a short drive from downtown Reno and definitely worth taking the time to visit.

MEETING DATES AND TIMES

The cluster training will begin on **July 22, 1993** at 9:00 a.m. and conclude on **July 24, 1993** at noon.

TRANSPORTATION

The cost of airfare for one representative from each NPO will be paid by the National Victim Center. Reservations must be made through Kelly Moore Travel Services, Inc. by calling toll-free number **800-875-5687**; please ask for Neva Kelley. A short taxi ride will get you from the Reno Airport to the Sands.

ACCOMMODATIONS

All participants will be staying at the Sands Regency Hotel Casino in downtown Reno. Room charges, food and applicable taxes will be paid for by the National Victim Center. Incidentals (telephone charges, alcohol, and an extra person charge of \$7.00 if applicable) are the responsibility of the individual. A representative of the National Victim Center will reserve your hotel room for you. To insure space availability, the hotel has requested that reservations be made by **July 1, 1993**.

May Cluster Training Computer Technology Agenda

Thursday

12:30 - 1:00	Registration	
1:00 - 1:30	Opening Session	
1:30 - 2:30	Getting Started	Steve Saegesser
2:30 - 2:45	Break	
2:45 - 3:45	Systems Analysis	P.R.C.
3:45 - 4:00	Break	
4:00 - 5:00	Introduction to Applications	Steve Saegesser
5:00 - 5:30	Faculty Debriefing	

Friday

8:30 - 9:30	Tour of NCMEC	John Patterson
9:30 - 10:00	Break	
10:00 - 11:00	Software Publishers Association	Karen Gilbert
11:00 - 12:00	Management of Computer Resources Computer Security & Policy	P.R.C.
12:00 - 1:00	Lunch	
1:00 - 2:00	Application Spreadsheets	Lotus Development Corp.
2:00 - 2:15	Break	
2:15 - 3:15	Application Word Processing	Lotus Development Corp.
3:15 - 3:30	Break	
3:30 - 4:30	Application - Lotus Notes	Lotus Development Corp.
4:30 - 5:00	Question and Answer	
5:00 - 5:30	Faculty Debriefing	

Saturday

8:00 - 9:00	Database Management Systems	P.R.C.
9:00 - 9:15	Break	
9:15 - 10:15	Linking Office PCs and Peripherals	P.R.C.
10:15 - 10:30	Break	
10:30 - 11:30	Computer Telecommunications Networking Remote Offices	P.R.C.
11:30 - 12:00	Closing Session	

**FOCUS ON THE FUTURE:
DEVELOPING A NATIONAL RESPONSE TO
THE NEEDS OF MISSING AND EXPLOITED
CHILDREN AND THEIR FAMILIES**

Minneapolis, Minnesota
October 13 - 15, 1994

AGENDA

THURSDAY, OCTOBER 13, 1994

8:00 a.m. to 8:30 a.m. **CONFERENCE REGISTRATION** (*Area Outside Ballrooms*)

8:30 a.m. to 9:00 a.m. **WELCOMING REMARKS** (*Ballrooms A & B*)

- The Honorable Joannell M. Dyrstad, Lieutenant Governor of Minnesota
- The Honorable Todd Paulson, Mayor of Brooklyn Center, Minnesota
- Ross R. Lundstrom, Deputy Chief of Police, St. Paul, Minnesota
- John J. Pogash, Director of Federal Programs and Project Director, National Victim Center, Arlington, Virginia

9:00 a.m. to 9:30 a.m. **KEYNOTE ADDRESS** (*Ballrooms A & B*)

*Missing and Exploited Children and Their Families:
The Journey to Recovery*

- Aimee Maudi, Apple Valley, Minnesota
- Renee L. Umanah, Frazee, Minnesota

9:30 a.m. to 9:45 a.m. **BREAK**

9:45 a.m. to 12:00 p.m. **GENERAL SESSION** (*Ballrooms A & B*)
(10 minute break)

*Confronting the Problem of Missing and Exploited Children Through
Prevention and Intervention*

- Frank N. Barnaba, President and Founder, Paul and Lisa Program, Inc., Westbrook, Connecticut
- Kelly Butler, Assistant Director of Program Services, Paul and Lisa Program, Inc.

FRIDAY, OCTOBER 14, 1994

8:30 a.m. to 10:00 a.m. **GENERAL SESSION** (*Ballrooms A & B*)
(10 minute break)

Managing International Abduction Cases: The Process, Who to Contact and Preventive Measures

- Leslie Rowe, Director, Office of Children's Issues, U.S. Department of State, Washington, D.C.
- Carol R. Watson, Executive Director, Missing Children Minnesota, Minneapolis, Minnesota
- Sylvia Alzouhayli, Assistant Director, Missing Children Minnesota, Minneapolis, Minnesota

**How to appropriately respond to these clients and utilize the proper authorities.*

**Suggestions for prevention.*

10:00 a.m. to 10:15 a.m. **BREAK**

10:15 a.m. to 12:00 p.m. **GENERAL SESSION** (*Ballrooms A & B*)
(10 minute break)

Strategies for Working with the Criminal Justice System

- Elizabeth V. Cutter, Assistant Hennepin County Attorney, Minneapolis, Minnesota
- Kathryn M. Turman, Assistant Project Director, Missing and Exploited Children Comprehensive Action Program (M/CAP), Public Administration Service, Arlington, Virginia
- Detective Larry Hanna, Missing Persons Detail, Las Vegas Metropolitan Police Department, Las Vegas, Nevada
- The Honorable Mike Kirk, District Judge, Seventh Judicial District, Moorhead, Minnesota

**How to effectively work with the criminal justice system while protecting the child's best interests.*

12:00 p.m. to 1:15 p.m. **LUNCHEON ADDRESS** (*Ballroom C*)

Children in the Middle

- The Honorable Paul C. Cole, Judge of the Santa Clara County Municipal Court, San Jose, California

SATURDAY, OCTOBER 15, 1994

8:30 a.m. to 10:00 a.m. **CONCURRENT WORKSHOPS** (10 minute break)

A. Networking with Victim Service Providers and Appropriate Agencies
(Conference Room #4 - Mezzanine Level)

- Carl B. Hammond, Project Director, Missing and Exploited Children Comprehensive Action Program (M/CAP), Public Administration Service, Arlington, Virginia
- Georgia K. Hilgeman, Executive Director, Vanished Children's Alliance, San Jose, California

**How to develop effective working relationships and establish protocols.*

B. Missing and Exploited Children: Public Awareness and Education
(Conference Room #3 - Mezzanine Level)

- Patty Wetterling, Co-Founder, Jacob Wetterling Foundation, St. Joseph, Minnesota
- Carol R. Watson, Executive Director, Missing Children Minnesota, Minneapolis, Minnesota

**How to talk to parents, children and those who work with children about the issue -- what they need to know.*

10:00 a.m. to 10:15 a.m. **BREAK**

10:15 a.m. to 12:00 p.m. **CONCURRENT WORKSHOPS** (10 minute break)

A. Working Effectively with Law Enforcement
(Conference Room #4 - Mezzanine Level)

- Sergeant Gordon W. Davis, Hillsborough County Sheriff's Office, Tampa, Florida
- Detective Michael Hatch, King County Police Department, Seattle, Washington
- Detective Neil E. Neddermeyer, Hennepin County Sheriff's Department, Minneapolis, Minnesota

**How to identify, preserve and maintain evidence to assist law enforcement.*

**Missing Children Nonprofit Organizations'
Training Conference:**

PROVIDING VICTIM SERVICES

**Ramada Hotel Classic
Albuquerque, New Mexico
March 4-6, 1993**

Thursday, March 4, 1993

8:30 a.m. to
9:15 a.m.

Welcoming Remarks and Introductions
Linda Lowrance, Project Director
National Victim Center, Fort Worth, Texas

9:15 a.m. to
9:45 a.m.

A Mother's Story
Mertie Winston, Seattle, Washington

9:45 a.m. to
10:00 a.m.

Break

10:00 a.m. to
11:45 a.m.

Peer Support Groups and Facilitation
Dean Kilpatrick, Ph.D., Project Consultant
Crime Victim Research and Treatment Center,
Medical University of South Carolina,
Charleston, South Carolina

Linda Lowrance, Project Director
National Victim Center, Fort Worth, Texas

Guidelines for implementing effective support groups for victim families, including: recommended formats for support groups; the role of the facilitator; and types of short- and long-term support needed by victim families.

11:45 p.m. to
1:15 p.m.

Lunch

Agenda, Page Two

1:15 p.m. to
3:00 p.m.

Highlighting the Heroes

Five minute presentation from each organization on the goals and objectives of their agency.

3:00 p.m. to
3:15 p.m.

Break

3:15 p.m. to
4:15 p.m.

VOCA and Victim Assistance

Carolyn Hightower, Office for Victims of Crime,
U.S. Department of Justice

An in-depth overview of the Victims Of Crime Act, guidelines for funding, and VOCA's application to NPOs.

4:15 p.m. to
6:00 p.m.

Missing Children and the Media

Linda Lowrance, Project Director
National Victim Center, Fort Worth, Texas

Anne Seymour, Project Assistant Director
National Victim Center, Arlington, Virginia

A detailed overview of the emotional impact of media coverage on missing and exploited children and their families, with a discussion of "gray areas" such as filming reunifications and interviewing child victims on-camera.

6:00 p.m.

Adjourn

7:00 p.m. to
8:00 p.m.

Reception

Agenda, Page Three
Friday, March 5, 1993

8:30 a.m. to
9:30 a.m.

Victim Compensation and Missing Children
Carolyn Hightower, Office for Victims of Crime,
U.S. Department of Justice, Washington, D.C.

An in-depth overview of state victim compensation programs, guidelines for eligibility, and victim compensation's application to NPOs and victim families.

9:30 a.m. to
10:30 a.m.

Meeting the Mental Health Needs of Missing and Exploited Children and Their Families
Joanne Lippert, Ph.D., Psychologist,
Western Center for Child Protection, Reno, Nevada

Geoffrey Greif, D.S.W., A.C.S.W., L.C.S.W.
Associate Professor, School of Social Work,
University of Maryland at Baltimore, Baltimore,
Maryland

An examination of the mental health needs of victim families, missing children, and secondary victims, with a discussion of treatment models and confidentiality concerns.

10:30 a.m. to
10:45 a.m.

Break

Agenda, Page Four
Friday, March 5, 1993

10:45 a.m. to
11:45 a.m.

Meeting the Mental Health Needs of Missing and Exploited Children and Their Families, Continued

11:45 a.m. to
1:00 p.m.

Lunch

1:00 p.m. to
2:30 p.m.

The Utilization of Psychics and Private Investigators
Linda Lowrance, Project Director
National Victim Center, Fort Worth, Texas

Stephen Jenkevics, Chief Staff Investigator
National Missing Children's Locate Center,
Portland, Oregon

A panel presentation, followed by a focus group discussion, to examine the value of working with psychics and private investigators. Are they "ripoffs" or legitimate, useful tools?

2:30 p.m. to
2:45 p.m.

Break

2:45 p.m. to
4:15 p.m.

Criminal Justice System Networking
Marsha Gilmer, M.S.S.W., L.C.S.W.
Department of Social Services, Virginia Beach,
Virginia

Georgia Hilgeman, Executive Director
Vanished Children's Alliance, San Jose, California

Patty Wetterling, Executive Director
Jacob Wetterling Foundation, St. Joseph, Minnesota

A panel presentation, followed by a focus group discussion, to examine opportunities for enhancing relationships with criminal justice system officials, and how victims' satisfaction is related to their treatment by the criminal justice system.

Agenda, Page Five

4:15 p.m. to
5:30 p.m.

Office Automation: Effective Utilization of Computers

Rick Lowrance, Staff Manager
GTE Telephone Operations, Irving, Texas

Computer software to aid in the more effective management of the NPO's office.

5:30 p.m.

Adjourn

Saturday, March 6, 1993

8:45 a.m. to
10:30 a.m.

Law Enforcement and Victim Services

Detective Mike Hatch, King County Police
Department, Seattle, Washington

Sergeant Gordon Davis, Hillsborough County
Sheriff's Office, Tampa, Florida

Guidelines about how to build and maintain a strong working relationship with law enforcement, along with a review of SHOWCAP and effectively using the program to enhance victim services.

10:30 a.m. to
10:45 a.m.

Break

10:45 a.m. to
12:15 p.m.

Coping with Stress and Preventing Burnout

Dean Kilpatrick, Ph.D., Project Consultant
Crime Victim Research and Treatment Center
Medical University of South Carolina,
Charleston, South Carolina

Anne Seymour, Project Assistant Director
National Victim Center, Arlington, Virginia

An overview of helpful techniques to reduce stress, avoid burnout (both individually and organizationally), along with stress reduction techniques developed by the Crime Victims Research and Treatment Center at the Medical University of South Carolina.

Agenda, Page Six

12:15 p.m. to

12:45 p.m.

Review of Board of Directors Training

John Patterson, Project Consultant

Washington, D.C.

Overview and summary of Board of Directors training package mailed to NPOs in January 1993, with an opportunity for questions and answers.

12:45 p.m. to

1:15 p.m.

Focus Group Reports and Wrap-up

John Patterson, Project Consultant

Washington, D.C.

Becky McCorry, Project Advisory Board

Rochester Fights Back, Rochester, New York

1:15 p.m.

Adjourn