



2010 Annual Report

to the Pennies Board of Directors

Pennies for Poverty: 2 Cents 4 Change, Inc., founded in 2008, is a program run by volunteers from the community, funded by the community for the benefit of those in need in the community.

Pennies for Poverty: 2 Cents 4 Change, Inc.

President's Message Jan. 6, 2011

As I end my term as President, and look back over the past two and a half years, it is pretty amazing what we have accomplished. Pennies started three years ago as an off shoot of the Poverty Program with the simple idea that a couple of pennies could change the world and end poverty. Pennies has grown into something far beyond what was initially envisioned; we have:

- *Developed a definition for poverty in Newburyport*
- *Produced an annual Poverty Report*
- *Created a website*
- *Put together monthly newsletters*
- *Maintained a Facebook page*
- *Started and maintained a community resource directory*
- *Began Witches Night Out, which is now an annual Chamber of Commerce event*
- *Partnered with Star 240 and Haley's Ice Cream to fund raise for the 2 Cent Grant Fund*
- *Held 17 Together events*
- *Held 16 Awareness events*
- *Conducted five food drives that resulted in \$16,642 worth of food split equally amongst Community Action, Community Service, Our Neighbor's Table, Pettengill House and the Salvation Army.*
- *Awarded \$14,064 in grants*
- *And have done it all on annual budgets of less than \$2,000*

After two and half years, the Pennies programs are all up and running, the organization is structured and has procedures and protocols, and the Board has vision and goals. Overall, Pennies is continually gaining momentum as people in the community learn more about Pennies and have that light bulb moment of, "I get it!" and "It's easy and doable!" The community is stepping up with ideas and fund raisers for Pennies – putting in their 2 cents. People love the idea of how the simple acts of 2 cents, 2 cans, 2 hours, together can truly make significant inroads towards ending poverty

Now that the foundation is strong, the Board needs to continue moving towards fulfilling the vision of ending poverty by 2025 and develop a plan on how this will be done. Pennies needs to research and carefully consider where our energies, funds and efforts will be most effective in ending poverty. In Newburyport, there are many questions that must be asked and answered:

- *What is poverty?*
- *What causes poverty?*
- *What are the solutions?*
- *What is feasible?*
- *When and how can we get the job done and end poverty?*
- *What will create the most significant and life altering change and make the biggest impact on ending poverty?*

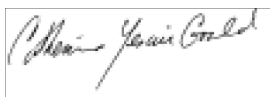
These are the questions that the 2011 Board needs to answer as they consider the year ahead while keeping in mind that there are only four years to go to cut the poverty rate in Newburyport by half. Everyone from the Pennies Board to city Government to area service agencies to individuals to schools and to business have their work cut out for them. Rather than poverty being reduced, the poverty rates in the United States are climbing. Pennies needs to develop partnerships with area agencies, religious organizations, schools, governments, businesses and individuals to develop a strategic plan to address the increasing poverty. Success is defined as ending poverty and failure will be the responsibility of the entire community but mostly failure will be hardest

felt by those who continue the daily struggle of trying to make ends meet. We, all as a community, need to do what we can to end poverty.

As we approach the start of the third year as a nonprofit, Pennies needs to re-energize and re-focus. Pennies has been a tremendous success and will only continue to be a success with continued efforts from the Board. For Pennies to be successful, everyone on the Board needs to do their part and annually meet the goals that they set for themselves and for the organization. The new Board members and the new Board in 2011 will need to work hard to lift Pennies to the next level. I am looking forward to seeing how you transform and improve Pennies! And most importantly, what impact Pennies has on ending poverty in Newburyport.

We have built a reputation for doing what we said we would do back in 2008 and for being an efficient and well-run organization with creative and innovative ideas. I will caution the new Board to remain diligent to the high principles and standards that the organization was founded on and to remember that our ultimate goal is to end poverty. It is not about us as individuals and it is not about credit or our personal egos. Pennies is about getting the job of ending poverty in Newburyport done by 2025.

Our first two years have been a tremendous success and it is to the credit of the Board of Directors and the generous support and efforts from the community. I thank you all for your unending enthusiasm, hard work and diligence.

A handwritten signature in cursive script, enclosed in a thin black rectangular border. The signature appears to read "Catherine Yesair Gould".

Catherine Yesair Gould, Founder and President 2008-2010

OVERVIEW

The face of poverty is changing. The image of poor used to be the homeless, the beggar – certainly not people like you and me! Today we need to change our image of who is poor. It is the middle class family that lost a job; it is the mother and children of divorce and domestic violence; it is the couple who develops health problems; it is the elderly who with the increased cost of living can't afford their home and their medical expenses; it is all of us who are feeling the crunch of high gas bills and high food costs. We are all potentially the new faces of poverty and it is a hard thing to personally face. It is difficult to put your pride in your pocket and walk into a food pantry or soup kitchen with your hand out. What is crucial to remember is that being poor is not a personal failure nor a character flaw but simply an economic circumstance. And the number of poor in America is steadily increasing – there are at least 42.6 million poor in America with reports of 1 of every 3 working families near poverty and food stamp use is at an all time high. It takes courage, resourcefulness and staying power to get out of poverty. It means never giving up and it isn't easy. But ending poverty for everyone is a possibility and it is that possibility that sparked the idea for Pennies: Small acts when done together can create enormous change.

WHAT WE BELIEVE

Our Vision: To eliminate poverty in Newburyport by 2025.

Our Values: We believe that poverty is a human rights issue under Article 25 of the Declaration of Human Rights and that all people should be treated with respect, dignity and compassion.

Our Mission: To lessen the current effects of poverty and crisis while working simultaneously to eliminate the root causes of poverty and crisis in the future.

Guiding Principles: Pennies will hold itself to the highest moral and ethical standards; will promote and foster understanding and awareness of poverty and related issues; will keep the goal of ending poverty forefront in making decisions and policies; will work to create an atmosphere of cooperation and collaboration within the Board as well as with the community at large; be open to new ideas and new initiatives that lift people out of poverty; will be conscious not to initiate programs or events that could reduce funding or volunteering for the agencies who directly serve those in need.

Our Goals:

1. Raise awareness of poverty in the community.
2. Increase donations to food pantries and soup kitchens.
3. Increase volunteerism.
4. Raise funds for the 2 Cent Grant Fund and Pennies Operating Fund.
5. Encourage attendance at free events to increase community spirit and be inclusive to all.
6. Increase awareness and understanding of Pennies and our programs in the community.

Why Newburyport, Massachusetts? We were the city studied by W. Lloyd Warner, a social anthropologist, who wrote the Yankee City Series. Out of this study came the definitions of upper, lower and middle class that we still use today. Also, Newburyport is historically a city of firsts, so why not work to have Newburyport be the first city to be the forefront in eliminating poverty?

We're Making Change with Change!

TIMELINE AND ACCOMPLISHMENTS

2008

- Initial idea for Pennies developed in April.
- April - October planning and 501C3.
- October 1, 2008 501C3 approved.
- 2008 \$1,000 operating budget.
- 2008 Board Members: Cathie Gould, Laurie Ingersoll, Bob Gould, Eleanor Turke, Gail Gandolfi.
- Witches Night Out, a reverse trick or treat started and hosted by Flukes and Finds and Friends to raise funds for the 2 cent grant and food for the food pantries.
- Co-hosted 2nd annual volunteer fair in 2008.
- Co-hosted 2nd annual Blessing of the Banner.
- Semi-Annual Food Drive collected \$4,400 worth of food, \$882 for 2 Cent Grant Fund.

2009

- Stayed within \$2,000 operating budget, including nonprofit filing expenses.
- \$500 donation from the Swasey Fund.
- 2009 joined the Chamber of Commerce.
- 2009 semi-annual food drives collected \$7,305 worth of food, \$1,818.26 for the 2 Cent Grants, of which \$332 Emergency Needs donations went to Belleville Church for Emergency Bags.
- 79 Stores and Businesses.
- 2009 Board Members: Cathie Gould, Bob Gould, Laurie Ingersoll, Eleanor Turke, Gail Gandolfi, Fran Larkin, Dudley Glover, Shari Wilkinson.
- Ann Smith received a \$50 2 Cent grant for her idea "Meal Marks".
- The Learning Enrichment Center was awarded a \$5,000 grant.
- Developed Volunteer Opportunities Directory - available online.
- TOGETHER Program 10 free monthly classic comedy movies at Belleville Church.
- TOGETHER presentation Dudley Glover on walking the Camino de Santiago.
- TOGETHER presentation "Oddities of the Past" by Dick Cunningham & Ralph Ayers .
- TOGETHER event Boston Community Choir concert.
- Started the Sister Cents Pennies Program: Other cities and towns are welcome to use our material, copy the structure and principles of the program but will need to apply for a separate nonprofit status.
- Started Common Cents Gardens program to increase fresh vegetables for the local food pantries and soup kitchens.
- Second Witches Night Out became a downtown Chamber Event.
- Service Directory of area services developed and online.
- Delivered informational packets to all the local clergy, all the local school nurses, all depts./MDs at Anna Jaques Hospital.
- Started an online Zazzle store.
- Developed a definition of poverty for Newburyport in order to have an idea of how many people may be looking for services and to project future needs.
- Researched and compiled Newburyport Poverty Report to determine the available resources and whether the increased needs will be met. The report was used in 2009 by the Newburyport schools for a grant application.
- Volunteer Fair expanded in 2009 to include 11 poverty awareness presentations.
- Arranged for plumbers of Plumbers Union Local #12 to donate 24 hours of time to low-income families, administered through the Salvation Army.
- Co-hosted 3rd annual Blessing of the Banner.
- Developed Board Handbook.

2010

- 2010 all summer long Wednesday night Star 240 fund raiser at Haley's for Pennies 2 Cent Grant. Total raised \$2,235.24
- Semi-Annual Food Drives collected \$4,742.43 worth of food given to the 5 area food pantries; \$932.11 to the 2 Cent Grant Fund; \$932.11 total Community Needs Grant given out to Community Service and His Provisions Too.
- 125 2 Cent Stores and Businesses.
- 3rd annual Chamber of Commerce Witches Night Out fund raiser for Pennies.
- 2010 Board Members: Cathie Gould, Bob Gould, Laurie Ingersoll, Eleanor Turke, Fran Larkin, Heather Pickard, Robin Graves, Julie Parker Amery, Robin Parsons, Glenn Myers, Julia Collins-Lindner
- Advisory Board Members: Gail Gandolfi, Dudley Glover.
- YWCA \$2,000 2 Cent Grant awarded for scholarships for low-income children in Newburyport.
- Park Circle Tenant's Organization \$2,000 awarded 2 Cent Grant for start-up and children's equipment.
- Newburyport Learning Enrichment \$3,500 2 Cent Grant for scholarships and new after school programs.
- Urgent Need Grant of \$300 awarded to the Salvation Army for personal care items.
- Developed poverty topic sheets.
- Pennies was awarded a grant of \$250 from the Commission on Diversity and Tolerance for poverty awareness.
- Researched and compiled Newburyport Poverty Reports in 2010 to determine the available resources and whether the increased needs will be met.
- Fran Larkin TOGETHER presentation on "Secrets of Success"
- Wendy West "Enchanted Newbury" TOGETHER presentation.
- Developed Board Orientation Book.
- Developed a Sister Cents Booklet on how to start a Pennies Sister Cents in another city or town.
- Developed annual Survey of agencies and supporters.
- Port Media video about Pennies on website.
- Poverty Awareness videos added to website.
- Started Teen Committee
- Table Event: Farmer's Market, Yankee Homecoming.

Ongoing

- Monthly newsletter or e-news to keep the public informed about our progress, events and to raise awareness with a readership of 350.
- Website developed and kept up to date. www.2cents4change.com with an average of 200 monthly visitors from 11 countries.
- Numerous speeches, table events and presentations have been made to raise awareness of Pennies and poverty in Newburyport.

TO DATE - 2 3/4 Yr Financial Summary

Operating Costs: \$5,150 spent on website, nonprofit filings, PR material, office supplies, photocopying of Service Directory and other.

2 Cent Grants awarded: \$12,550

Emergency Need funds awarded: \$1,514

Food donated: \$16,642

Total Benefit to Community: \$30,706

2010 IN REVIEW

Please note that the financial numbers are preliminary and will change once the December bank statements arrive in January.

Goal	2009	2010 Goal	2010	2010 Goal Achieved?
1) Increase in Board members to 10.	8	Add 4 Board members	added 4	Yes but short 5 Board members
2) Annual Pennies supporters survey.	Positive	Positive feedback	Positive	YES
3) Annual Board, supporters & Agency survey.	Positive	Positive feedback	Positive	YES
4) Increase in overall inquiries/emails.	850 sent	Increase in emails	1025 sent	YES
5) Increase in website visits.		Increase in visits	606	YES
6) Increase in newsletter list.		Increase in readers	306	YES
7) Increase in Facebook friends.	125	Increase to 300	536	YES
8) Increase in food drive donations.	\$7,305	Increase in donations	\$4,742.43	NO
9) Enough operating fund donations to cover operating expenses.	\$2,000	\$2,000	\$2,000	Yes & \$812 avail. for 2011
10) Balanced operating budget with expenses under \$2,000.	\$2,091.91	Under \$2,000	\$1,654.84	YES
11) Increase in donations to the 2 Cent Grant Fund.	\$4,648.77	Increase	\$9,182.07	YES
12) Increase in 2 cent jars at area businesses.	79	Increase to 100	125	YES
13) Attendance and donations at events.	Avg. 10-15	Increase in attendance	Avg. 20-30	YES
14) Our individual lists of goals accomplished by years end.	Yes	Goals accomplished	Yes	YES

2010 Board of Directors Summary Report

President & Board Chair: *2010 Goals accomplished other than a full Board of 11.*

The focus this year has been on finding new Board members; updating all of PR including the website; transition issues with transfer of knowledge and process; developing a Board Handbook, Board Orientation Booklet and Sister Cents Booklet; and restructuring the Board and streamlining Board procedures. With Glenn Myers on board as the new ED of Marketing and Communications, a marketing and communications plan will be developed in 2011 to help Pennies move to the next level.

Treasurer: *2010 Goal of having a balanced operating budget with expenses under \$2,000 accomplished.* Please note that these financial numbers are preliminary and will change once the December bank statements arrive in January. Pennies has stayed within budget of less than \$2,000; \$812.00 left for 2011 operating funds and \$2,291.19 available for 2 Cent Grants in 2011. Pennies' financial operations are well within the standards of good nonprofit practice.

3 Year Financial Summary

Operating Costs: \$4,222.74 spent on website, nonprofit filings, PR material, office supplies, photocopying of Service Directory and other.

2 Cent Grants awarded: \$12,550

Emergency Need funds awarded: \$1,514

Food donated: \$16,642

Total Measurable Benefit to Community: \$30,706

The percent of expenses to income is about 12.9% of revenue per year. To be listed as a highly efficient/good charity, 1. a charity would spend at least 75% of income on program services -- Pennies meets that criterion; and 2. Spend not more than 35 cents of every dollar on fundraising. Pennies spends less than 13 cents on all our operating expenses which will continue to go down as 2 Cent Grant donations go up. In the long run, Pennies needs to have a goal of 2 cent donations from 89% of Newburyport households, based on the statistic that in the United States, about 89% of citizens donate an average of \$1,620 a year. Pennies should aim to have 89% of Newburyporters donating \$7.30 to the 2 Cent Grant within 5 years.

Defining Success: Many would look at our organization and deem us to be a failure based solely on the bottom line, which is often the standard for evaluating success in America. However, we look at our accomplishments and what we have accomplished on an extremely limited operating budget. Our goal is to be broke at the end of the year!

Clerk: Minutes and Clerk's Book up to date.

ED Marketing & Communications: New position on the Pennies Board. Glenn Myers is currently working on a Marketing and Communications Plan to present to the Board in early 2011.

Fundraising: *2010 Overall Goals of enough operating fund donations to cover operating expenses and increase in donations to the 2 Cent Grant Fund was accomplished and the operating expenses were covered with \$812 left over for 2011.*

- Haley's: The Haley's Fund Raiser was a great success having raised \$2,235 for the 2 Cent Grant Fund; banners and the additional press helped get Pennies better known as well as doubled what Star 240 raised the previous year.
- First Religious Society Unitarian Universalist: Donated \$890.50 for operating expenses.
- Buy Local \$672.38 transfer of funds to Pennies Operating Account. It was an honor to be chosen to receive these funds over all the other organizations in town.
- Individual donations: Several donations from individuals for operating expenses have been received.
- Commission on Diversity and Tolerance Grant: Award of \$250 for raising awareness of poverty.

Publicity: *2010 Overall Goal to increase in website visits, newsletter list, Facebook friends and in overall inquiries/emails accomplished.*

- Press: Pennies has had four feature articles (Daily News, Town Common, Current) written this year and countless press releases published so that Pennies has been in the press several times each month.
- Newsletter: Started using Mail Chimp for the newsletter in 2010 and currently have 300. Note that the 361 readers that we started with was all of our gmail list added initially to mailchimp. 61 opted to not receive the newsletter. 37 newsletters sent - 13 monthly, 8 Haley's, 4 food drives, 3 WNO, 3 presentations, 7 other
- Facebook: Pennies has gone from 125 to 536 Facebook friends.
- Gmail: 610 contacts.
- Website: In 2010 the 2cents4change website had 733 unique visitors from 25 countries, with 1,394 total visits. The www.2cents4change.povertyprogram.com website had had 1,239 unique visitors from 44 countries, with 1,973 total visits. The 2009 website was part of the Poverty Program website and had 1,068 total visits from 29 countries linked over to the Pennies pages. 2009 and 2010 are difficult to compare due to the different websites and the Poverty Program gets significantly more traffic, hence the higher visits. See appendix for additional metrics.

Awareness: *2010 Overall Goal to increase awareness of pennies and poverty accomplished.* Numerous presentations have been given as well as posted to our website; attended and spread the word about Pennies at numerous Chamber events; attended the Chamber non profit group; met with the Girl Scouts & Brownies; letter to the editor; blogged about poverty on the AJH site; one Together event on Pennies and the Secret of Success. The annual poverty report is online and new this year, poverty topic sheets developed and added.

2 Cents: *2010 Overall Goal to increase 2 cent jars at area businesses and increase 2 Cent donations accomplished.* The 2 Cent Grant stores have increased from 79 to 125 and with a new 2 Cent Chair, this program should be re-energized in 2011. The Witches Night Out 3rd annual event was a great success. Donations from that event are not included in this report. 2 Cent Donations, including monetary food drive donations, went up from \$5,918 in 2009 to \$8,551.48 to date in 2010. The increase is due to the Star 240 Haley's Fund Raiser which raised \$2,235, Julia's Oktoberfest which raised \$2,050 and Buy Local \$672.38 transfer of funds to Pennies. These 3 events raised about 2/3 of the 2 Cent Funds so far this year. \$7,800 in 2 Cent Grants have been given out in 2010 to: \$2,000 to Kelleher Park Tenant's Council, \$2,000 to the YWCA, \$300 to the Salvation Army, \$3,500 for a new program at the Learning Enrichment Center. Community Needs Grant in 2010 have been awarded to: \$464.25 to Community Service and \$467.86 to His Provisions Too. The total grants awarded in 2010 to date: \$8,732.11.

2 Cans: *2010 Overall Goal to increase food drive donations not met likely due to a union strike in the spring and the economy.* The 2 food drives brought in \$4,742.43 of food to the food pantries and \$932.11 to the 2 Cent Grant Fund and \$932.11 to Community Needs Grant.

Food Drive Summary	Food Drive Donations to 2 Cent Grant	Food Drive Donations to Community Needs
2008: 4,400 - one food drive	\$882	*
2009: 7,305	1,818.26	\$332
2010: 4,742.43	\$932.11	\$932.11

Common Cents Garden 2010 Goal to raise awareness of fresh produce needs and promote Common Cents Garden participation accomplished. First Parish Church's New Eden Garden has done an incredible job growing food for Among Friends and has really embraced the Common Cents Garden idea. Several CSA farms donated a share to food pantries. Other churches and organizations have also met with us during the year about starting other garden initiatives and Pennies did a table event at the Farmer's Market promoting the Common Cents Garden concept.

2 Hours: 2010 Overall Goals to develop a data base of volunteers and quarterly newsletter accomplished. Decided not to continue with the Volunteer Fair but have created a data base of non profits, their contacts and volunteer needs. The Volunteer Directory has been updated and a quarterly volunteer bulletin of volunteer opportunities with the first issue out and online November 2010.

Teen Committee: Started March 2009. Will be reevaluated in 2011.

Together: 2010 Overall Goal to increase attendance and donations at events accomplished. Pennies had 2 Together events in 2010 that were well attended: Enchanted Newbury and Secrets of Success as well as the weekly Haley's Ride-Ins during the summer months.

Pennies-type Program: A Pennies Type Program How-To booklet has been developed and we have had 2 inquires about starting similar Pennies Programs in other communities.

2011 PLANS

OVERALL GOALS: Please note an overall marketing plan with specific goals will be done in early 2011.

1. Maintain a well run and efficient Board and have adequate operating funds.
2. Raise awareness of poverty in the community.
3. Increase donations to food pantries and soup kitchens
4. Increase volunteerism
5. Raise funds for the 2 Cent Grant Fund and Pennies Operating Fund.
6. Encourage attendance at free events to increase community spirit, reduce the economic divide and be inclusive to all.
7. Increase awareness and understanding of Pennies and our programs in the community.

MEASUREMENTS:

1. Increase and maintain a full Board of 11 members; individual and overall vision goals accomplished
2. Annual Board, Agency and Supporters surveys with positive feedback.
3. Increase in overall inquiries/emails; website visits to 250; newsletter list to 500; Facebook friends to 1,000.
4. Increase in food drive donations to \$4,500 per drive and \$1,500 in donations.
5. Balanced and funded operating budget with expenses under \$2,000 and annual 2 Cent Grant Fund over \$20,000.
6. Increase in 2 cent jars and/or 2 cent items at area businesses to 150 stores and businesses
7. Increased attendance and donations at events..

CRITICAL SUCCESS FACTORS:

1. Having enough members on the Board to accomplish goals.
2. Having enough money in the Operating Fund to meet our expenses
3. Enough donations to the 2 Cent Grant Fund and grants given out to establish credibility
4. The time, energy, commitment and enthusiasm of the Board to accomplish overall and individual goals.

2011 Pennies Board Goals

Eleanor Turke, President

Goals:

1. Full Board of 11.
2. Improve the Board's knowledge base of nonprofit issues as well as poverty knowledge for a well run and efficient Board.
3. Daily running of Pennies is kept up to date, current and the Board members are all on track to meet their goals.
4. Work with the ED on implementing the marketing and communications plan.

Strategies:

1. Work with S&S committee on seeking new Board members.
2. Educational and informative presentations on Board matters (i.e. conflict of interest, communication, problem solving, by-law review etc) presented by Board members or monthly information sent out or as intro to board agendas.
3. Pennies well organized with documents, communications & website up to date; Summary of Accomplishments up to date.; Annual update of Service Directory and other docs; Annual review of short and long-term goals, monthly board reminders.
4. Help ED as needed on marketing plan and have strategy to implement plan by mid-year.

Measurements:

1. Board of 11 for 2012.
2. Well run and efficient Board.
 - Board reports and communications working well.
 - Board is better informed and better functioning.
 - Board duties are clear and understood.
3. Daily running of Pennies.
 - Pennies organized; documents up to date.
4. Marketing Plan in place.

Eleanor Turke, Publicity Chair

Goals:

1. Work with the ED to implement the Marketing & Communications plan and adjust all the PR to reflect the plan.
2. Increase awareness of Pennies, poverty, our programs.
3. Recruit additional Board Members - ALL

Strategies:

1. Review of all PR material, website review,
2. Develop and order vistaprint material as needed, Port Media Slide requests, website updates, Pennies Newsletter, Facebook, notices to the area papers and bloggers.
3. Articles or poverty facts n Newsletter, work with Marketing on Poverty Report and poverty topic sheets.

Metrics:

1. Pennies has a clearer message and improved communication within and outside the organization.
2. Increase in sign ups for facebook to 1000, newsletter to 600, website visits to 300 a month and donations doubled.
3. Increase requests for presentations or information on poverty.

Glenn Myers, ED/VP Marketing & Communications

Goals:

1. Increase participation in all programs by 25%.
2. Increase awareness of Pennies for Poverty, the organization, by 25%
3. Increase awareness of each program by 25%.
4. Based on metrics, determine which programs need to be modified or dropped. Also, identify if any programs need to be created.

Strategies:

1. Work with Board Members to develop custom marketing plan for each of their programs.
2. Optimize use of radio, cable (Port Media), print, social media, and face-to-face interactions.
3. Begin/strengthen relationships that have an existing pipeline of people (e.g., schools, chamber, religious institutions).

Measurements:

1. Conduct bi-annual awareness surveys.
2. Track participation for all events and compare to 2010 numbers.

? - Treasurer

Goals:

1. Monthly Treasurer's report, deposits as needed, corporate filings and taxes done and thank you notes to donors.
- 2.2 Cent Grant PR, applications, and reviews.
3. Recruit additional Board Members - ALL

Strategies:

1. Up to date with accounting, bills, thank yous & corporate filings
2. Timely review of 2 cent grants, reviews & board notifications for votes, funds available and grants awarded.
3. Work with President and Board to stay within budget

Measurements:

1. Operating Fund covered current year w/ 6 mo. of next year.
2. Balanced Operating budget and stayed within annual budget.
- 3.2 Cent Grants given out and awardees reports filed.

Laurie Ingersoll, Clerk

Goals

1. Get minutes out in a timely manner
2. Find someone to take over as clerk
3. Recruit additional Board Members - ALL

Strategies:

1. Adhere to two week turn-around time
2. Keep minutes accurate and organized

Measurements:

1. Clerk Book up to date

Eleanor Turke, Chair Fundraising

Goals

1. Apply for grants for our operating account and work on Church Extra Mile Offerings
2. Work on events that raise monies for Pennies (Haley's) programs
3. Recruit additional Board Members - ALL

Strategies:

1. Research possible grant sources and apply for CDT grant
2. Work with Star 240 on the Haley's event

Measurements:

1. Operating Account has sufficient funding
- 2.2 Cent Grant Account grows to meet the needs of funding requests.

<p style="text-align: center;">Fran Larkin, Awareness Chair Increase Pennies and Poverty Awareness Committee: Jay, Paula</p> <p>Goals: Speak to a minimum of 3 community organizations Speak to a minimum of 3 churches Attend at least 1 COC mixer a month to promote Pennies. Continue to network as I talk about my other presentations and incorporate Pennies into the talks Establish a relationship with the Brownies/Girl scouts and get them involved with Pennies and promote it within the Brownies and their schools. Recruit additional Board Members - ALL</p> <p>Strategies: 1. Ongoing networking with other organizations. 2. Ongoing COC networking 3. Meet and greet!</p> <p>Measurements: 1. Met with 6 organizations/churches 2. Increase participation of other organizations with Pennies. 3. Increase in stats showing interest - newsletter sign ups, emails etc.</p> <p style="text-align: center;">Jay/Paula</p> <ul style="list-style-type: none"> • Filming events (Jay), Port Media Slides (Paula) 	<p style="text-align: center;">Julie Amery, Chair 2 Hour Increase Volunteerism Committee: Laurie - teen committee</p> <p>Goals: 1. Increase interest in volunteerism & increase community's knowledge of volunteering opportunities 2. Increase local NPO's understanding of Pennies as a conduit for the above. 3. Maintain a data base of Pennies volunteers and coordinate volunteers for Pennies events 4. Recruit additional Board Members - ALL</p> <p>Strategies: 1. Maintain an up-to-date NPO database and volunteer directory 2. Explore various options for distribution of volunteer directory 3. Compile and distribute quarterly volunteer bulletin, which will list current volunteer needs at local NPOs 4. Explore further the idea of, and potentially execute, a community service day.</p> <p>Measurements: 1. Directory and database will include 40+ organizations 2. Informal poll to NPOs will indicate an increase in volunteer hours</p>
<p style="text-align: center;">Julia Collins-Lindner, Chair 2 Cent Increase 2 Cent Donations Committee: Gail & Robin Graves</p> <p>Goals: 1. Continue Canvassing of stores and continue work that has been done. 2. Get restaurants involved in 2 Cans. 3. Recruit volunteers/get the word out about Pennies 4. Increase donations to the 2 Cent Grant Fund 5. Recruit additional Board Members - ALL</p> <p>Strategies: 1. Annual canvassing of all 2 cent stores 2. Annual canvassing to sign up new stores. 3. Talk to friends/colleagues/businesses/restaurants to understand 2 Cans and Pennies mission. 4. Haley's fund raiser and other events 5. Work with Gail, Chamber and others on WNO</p> <p>Measurements: 1. Increase in 2 Cent Stores 2. Increase in 2 Cent donations 3. Increase in WNO & Haley's participation.</p> <p style="text-align: center;">Gail</p> <ul style="list-style-type: none"> • WNO Reverse Trick or Treat for Pennies - Chamber event • Pennies Scarecrow ? 	<p style="text-align: center;">Laurie Ingersoll, Chair 2 Can Increase Food Donations Committee: Eleanor</p> <p>Goals: 1. To increase food/monetary donations through semi annual food drives 2. Increase awareness of our program and participation 3. Develop new fund/food raising opportunities 4. Recruit additional Board Members - ALL</p> <p>Strategies: 1. Find another partner to do regular food drives such as a school or business 2. Continue to work with Shaws to make the drives more successful 3. Consider additional direct fund raising methods 4. Utilize the Student Committee more in community outreach</p> <p>Measurements: 1. Rank success by comparison to previous drives 2. Get more exposure for the program and signing up more participants 3. Completing the Student Committee and increase participation</p> <p style="text-align: center;">Together (?)</p> <p>Goals: 1. 2-4 Together Events 2. Recruit additional Board Members - ALL</p> <p>Strategies: 1. Board members team up to do programs.</p> <p>Metrics: 1. 2-4 Together events done and well attended.</p>
	<p style="text-align: center;">Board Positions TO BE FILLED Treasurer, Publicity, Together Chair, Clerk and President 2012</p>

APPENDIX

BOARD HISTORY AND STRUCTURE

History of the Board of Directors							
NPO 10/1/2008	2008	2009	2010	2011	2012	2013	2014
<i>Board Officers (staggered years red/even x7, yellow/odd x4, 2 year terms)</i>							
1. President	Cathie			Eleanor			
2. Marketing ED	Cathie			Glenn			
3. Treasurer	Bob						
4. Clerk	Laurie			Laurie			
Board Members							
5. Fundraising	Cathie			Eleanor			
<i>Op. Fund Grants</i>	Eleanor			Moved to Fundraising			
6. Publicity	Cathie			Eleanor			
<i>Press Liaison</i>	Eleanor			Moved to Publicity			
7. Awareness	Cathie	Fran					
Board Members or Volunteer reporting to Board decided by position Chair							
8. 2 Cents	Gail, Shari			Julia			
9. 2 Cans	Laurie & Eleanor			Laurie			
10. 2 Hours	Cathie, Dudley		Julie				
<i>Vol. Coordination</i>	Eleanor			Moved to 2 Hours			
11. Together	Cathie, Bob						

Future Potential Need for Board Members

2011 - 5 open Board positions currently covered by Board: Treasurer, Clerk, Fundraising, Publicity and Together

2012 - Several potential Board vacancies if current Board members choose to resign.

Note: President, ED, Treasurer and Clerk are corporate officers and voted on annually. Others are voted in for 2 year terms and all have a maximum of 6 years on the Board.

Board Terms (maximum 3 terms of 2 years)

President , annual vote, 2 year term	Awareness, 2 year term ends 2011
ED , 2 year term ends 2012	2 Cents, 2 year term ends 2012
Treasurer , annual vote, 2 year term	2 Cans, 2 year term ends 2011
Clerk , annual vote, 2 year term	2 Hours, 2 year term ends 2011
Publicity, 2 year term	Together, 2 year term
Fundraising, 2 year term ends 2011	

Board Structure

President & Board Chair - 2 year term, voted annually, maximum 3 terms			
ED Marketing & Communications, Board Officer - 2 year term, voted annually, maximum 3 terms			
Treasurer, Board Officer: 2 yr term, voted annually, max 3 terms		Clerk, Board Officer: 2 yr term, voted annually, max. 3 terms	
Publicity - 2 year term	Fundraising - 2 year term		Awareness - 2 year term
2 Cents - 2 year term	2 Cans - 2 year term	2 Hours - 2 year term	Together - 2 year term
<i>Subcommittees →</i>	<i>Common Cents Garden</i>	<i>Teen Committee</i>	
<i>Advisory Board</i>			