



JAN 2011

INDEX

VISION & Goals	1
Board Contact Info	1
Summary of who does what	1
Board Vision	1
Pennies Summary	2
Board Pledge	2
By-Laws	2-5
Philosophy	5-6
Conflict of Interest	6
Conflict Signing Statement	6
Articles of Incorporation	6
State NPO requirements	7
Federal NPO Status	7
Registration for Solicitation	7
Board Applications	7
Insurance Policy	7
Board Position Responsibilities	7
Search & Support Committee	7
2011 Budget	8-10
Other Policies & Procedures	8-10
Board Members Bios	10-12
Pennies Board History	13
2011 Calendar	14
2011 Pennies Board Chart	15
Short & Long Term Goals	16
2011 Board Vision Goals	17
Board Report Form	18
Board e-vote form	19
Grant Review Form	20
Grant vote tally form	21
Annual Review	22
Board Position How To	23-30

2011 BOARD MEMBERS NEEDED

President: 2cents4change@gmail.com
Publicity Chair: publicity@2c4c.com
Together Chair: together@2c4c.com
Clerk: clerk@2cents4change.com

BOARD CONTACT INFORMATION

- Eleanor Turke**, President, Board Chair 2cents4change@gmail.com and 2c4c@2cents4change.com
- Glen Myers**, ED Marketing &

Pennies for Poverty: 2 Cents 4 Change, Inc.

Two Cents, Two Cans, Two Hours, TOGETHER!

BOARD OF DIRECTORS HANDBOOK 2011

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Communications:

VP@2cents4change.com

- Laurie Ingersoll, Clerk**
clerk@2cents4change.com
- Treasurer:
treasurer@2cents4change.com
- Eleanor Turke, Fundraising:**
fundraising@2cents4change.com
- Fran Larkin, Awareness Chair:**
awareness@2cents4change.com
- Publicity
publicity@2cents4change.com
- Julia Collins-Lindner, 2 Cent Chair**
2cents@2cents4change.com
- Laurie Ingersoll, 2 Can Chair:**
2can@2cents4change.com
- Julie Parker Amery, 2 Hour Chair:** 2hour@2cents4change.com
- Together:
together@2cents4change.com

Summary of Who Does What at Pennies

President & Board Chair (Eleanor)
Planning and coordination of all programs and Board, requesting e-votes, networking and community relations, annual surveys, Board Handbook & Sum. Accomplishments

ED Marketing & Board Officer (Glenn): marketing and communications plans, review & editing of all PR, annual Poverty Reports, President's duties temporarily if President away or incapacitated.

Treasurer & Board Officer (open): all finances & state & federal filings, 2 Cent Grant and Urgent Needs Applications & votes requests/notifications of awards, works with Fundraising Chair on grants and President on budget.

Clerk & Board Officer (Laurie): Pennies records including board meetings, tallying e-votes and notifying Board of final votes, & sends out notice of meetings and agendas, reserve meeting space, annual meeting public notices.

Fund raising (Eleanor): All fundraisers for both operating and 2 Cent Grant Fund as well as extra mile offerings, grants (with Treasurer) etc. WNO & Haley's with 2 Cent Chair.

Pennies and Poverty Awareness (Fran): Speeches and presentations, community outreach & networking as well as helping other towns start a Pennies-type programs.

Publicity (Eleanor): Press releases, Facebook, newsletters, vistaprint, website updates, annual review of PR material with ED

2 Cents (Julia): Fundraising for the 2 Cent Grant, including WNO, Haley's (with Fundraising Chair), 2 Cent Stores and Businesses, increasing individual 2 Cent donations, 2 Cent Grant awareness. In addition is in charge of updating and copying the Service Directory.

2 Cans (Laurie): Food drives, increasing food donation locations, working with food pantries & soup kitchens, increase awareness and locations of Common Cents Gardens, Community Needs vote. Laurie is also head of the Teen Committee.

2 Hours (Julie): Volunteer needs data base and increasing awareness of volunteer opportunities, working with area agencies/Community Collaborative. Maintaining a database of Pennies volunteers, volunteer coordination for Pennies events, volunteer appreciation. In addition, responsible for the Teen Committee.

Together Program (Laurie will coordinate): Planning free community events.

Vision and Goals

VISION: To eliminate poverty in Newburyport by 2025.

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.

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.

GOALS:

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.

Pennies for Poverty: 2 Cents 4 Change, Inc.

Pennies for Poverty: 2 Cents 4 Change

The purpose of the Pennies for Poverty Program is fundraising, promoting volunteerism, and raising awareness about poverty in Newburyport, MA.

The Pennies Program is run by volunteers and is funded separately by grants & individual donations. We separate money donated into 2 categories decided upon by the donor: Pennies for Poverty (operating budget) and the 2 Cents Grant Fund.

An annual written review of the Program by the Members of the Board will occur prior to the Annual Meeting in order to assess how the Program is functioning, how we can improve the organization and what areas we need to address in the upcoming year.

The program is divided into four sections:

Two Cents for Change

A program to raise awareness of poverty in our area and to encourage everyone in Newburyport to donate 2 cents a day to the 2 Cents Grant Fund. Two cents a day is \$7.30 per year which doesn't seem like much but the combined 2 cents of everyone in Newburyport would total \$102,000! One hundred percent of this money will be given out in grants to fund programs which are currently not available to lift people out of poverty.

The 2 Cent Stores & Businesses Program Have a 2 cent jar on counter; have a 2 cent item in store and donate 2 cents for every purchase of the item.

Two Cans for Change

A program to increase awareness as well as increase donations to the food pantries in the area.

Two Hours for Change

A program to increase volunteerism by asking that everyone volunteer two hours

a month to an organization of their choice or individuals in need.

Together for Change

A program to provide free events throughout the year in order to raise awareness, increase cultural heritage and to increase and strengthen community. All our events and activities are to be inclusive to all.

What we ask of the community:

1. Give 2 cents a day to the 2 Cent Grant Fund.
2. Donate 2 cans a month to any food pantry or soup kitchen.
3. Volunteer 2 hours a month in any capacity.
4. Attend free community events each month.

BOARD PLEDGE

As a Board member of Pennies for Poverty, I will

- Be committed to the mission of Pennies for Poverty
- Act in a manner consistent with the mission and values of Pennies for Poverty
- Focus my efforts on the mission of Pennies for Poverty and not on my personal goals
- Accept responsibility and share power in order to work as a productive, cooperating member of the Board of Directors
 - Avoid conflicts of interest between my position as a board member and my personal and professional life.
 - Support in a positive manner all actions taken by the Board of Directors even when I am in a minority position on such actions.
 - Never exercise authority as a board member except when acting in a meeting with the full board or as I am delegated by the board.
- Keep confidential matters confidential.
- Be accountable to the membership and the community, for competent, conscientious and effective accomplishment of the obligations of the Board
- Ensure that discrimination is never practiced at Pennies for Poverty
- Always act in an honest, moral and ethical manner.
- Act in a manner consistent with this Code of Ethics despite personal

opinions, values or differences.

- Attend meetings consistently, prepare for meetings, participate fully, and otherwise fulfill the fiduciary responsibilities and obligations to Pennies for Poverty.

Working Credo:

When making decisions at the Pennies for Poverty, the board, staff and volunteers will be accountable for and conscious of the following:

- ⇒ The best decision will be the decision that provides the best end result for the highest number of our partners, the clients they serve, the issues they address, and the future of our community.
- ⇒ The core reason the Pennies for Poverty Program exists is to lessen the current effects of poverty and crisis, while working simultaneously to eliminate the root causes of poverty and crisis in the future. Today's decisions will therefore be made in the context of both today and tomorrow, asking the question, "How will this decision affect the future of our organization AND the future of our community?"
- ⇒ All parties to any decision will be treated with respect, dignity, compassion, grace, integrity, honesty and humanity.
- ⇒ Our message must be positive, that we CAN make change. With a passionate optimistic message, we can change minds and move mountains.
- ⇒ We can accomplish significant change if the whole community works together, focusing ALL the community's varied resources towards improving our community's quality of life. All the community must share ownership of our problems and our solutions.

By-Laws

Section 1: Members

The Corporation shall have no members. Any action or vote required or permitted by law to be taken by members of the corporation shall be taken by action or vote of the same percentage of the directors.

Section 2. Board of Directors.

2.1 Powers: The affairs of the corporation shall be managed by the

directors who may exercise all the powers of the corporation.

2.2 Number and Election: The corporation shall have a board of at least three, and no more than eleven, directors, from whom the officers of the corporation shall be elected. The initial directors shall be the persons named in the articles of organization, with the directors also named officers serving one-year terms and the remaining directors serving two-year terms. Thereafter directors whose terms are expiring shall be elected or re-elected by the directors at the annual meeting to hold office for a two-year term. Accordingly, it is anticipated that about one-half the directors will be elected or re-elected at each annual meeting insuring staggered terms. No director shall be elected for more than five full consecutive terms except by at least two-thirds vote by the directors at the annual meeting. The directors may be changed by amendment of the by-laws.

2.3 Committees: The directors may elect or appoint one or more committees and may delegate to any such committee or committees any or all of their powers, provided that any committee to which the powers of the directors are delegated shall consist solely of directors. Unless the directors otherwise determine, committees shall conduct their affairs in the same manner as is provided in these bylaws for the directors. The members of any committee shall remain in office at the pleasure of the directors.

2.4 Annual Meeting: The annual meeting of directors shall be held within six months after the end of the fiscal year of the corporation on such date and at such hour and place as the directors or an officer designated by the directors shall determine. In the event that no date for the annual meeting is established or such meeting has not been held on the date so determined, a special meeting in lieu of the annual meeting may be held with all the force and effect of an annual meeting.

2.5 Regular and Special Meetings. Regular meetings of the directors may be held at such places and at such times as the directors may determine. Special meetings of the directors may be held at any time and at any place when called by the Chairman of the Board of

Directors, if any, the president of a majority of the directors.

2.6 Notice of Meetings. Forty-eight hours' notice by mail, telecopier, telephone, email or word of mouth shall be given for an annual or special meeting unless shorter notice is adequate under the circumstances. No notice need be given for a regular meeting. Whenever notice of a meeting is required, such notice need not be given to any director if a written waiver of notice, executed before or after the meeting, is filed with the records of the meeting, or to any director who attends the meeting without protesting prior thereto or at its commencement the lack of notice to such director. Neither such notice nor waiver of notice need specify the purposes of the meeting, unless otherwise required by law, the articles or organization or the bylaws.

2.7 Quorum. At any meeting of the directors a majority of the directors then in office shall constitute a quorum. Any meeting may be adjourned by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice.

2.8 Action by Vote. When a quorum is present at any meeting, a majority of the directors present and voting shall decide any question, including election of officers, unless otherwise provided by law, the articles of organization or bylaws.

2.9 Action by Writing. Any action required or permitted to be taken at any meeting of the directors may be taken without a meeting if all the directors consent to the action in writing and the written consents are filed with the records of the meetings of the directors. Such consent shall be treated for all purposes as a vote at a meeting. Electronic signatures shall constitute signatures for purposes of this section.

2.10 Presence through Communications Equipment. Unless otherwise provided by law or the articles of organization, directors may participate in a meeting of the board of directors 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.

2.11 Vote of Interested Directors. A director who is a member, stockholder, trustee, director, officer or employee of any firm, corporation or association with which the corporation contemplates contracting or transacting business shall disclose his or her relationship or interest to the other directors acting upon or in reference to such contract or transaction. No director so interested shall vote on such contract or transaction, but he or she may be counted for purpose of determining a quorum. The affirmative vote of a majority of the disinterested directors shall be required before the corporation may enter into such contract or transaction. In case the corporation enters into a contract or transacts business with any firm, corporation or association of which one or more of its directors is a member, stockholder, trustee, director, officer or employee, such contract of transaction shall not be invalidated or in any way affected by the fact that such director or directors have or may have interests therein which are or might be adverse to the interests of the corporation. No director or directors having disclosed such adverse interest shall be liable to the corporation or to any creditor of the corporation or to any other person for any loss incurred by it under or by reason of any such contract or transaction, nor shall any such director or directors be accountable for any gains or profits to be realized thereon.

2.12 Compensation. All directors shall serve without compensation except for reimbursement of authorized expenses.

2.13 Conduct of Meetings. All meetings shall be conducted in accordance with the latest edition of Robert's Rules of Order.

Section 3. Officers and Agents

3.1 Number and Qualification. The officers of the corporation shall be president, Executive Director, treasurer, clerk and such other officers, if any, as the directors may determine. The clerk shall be a resident of Massachusetts unless the corporation has a resident agent duly appointed for the purpose of service of process.

3.2 Election. The President, Executive Director, treasurer and clerk shall be elected annually by the directors at the annual meeting. Other officers, if any, may be elected by the directors at any time.

3.3 Tenure. The president, executive director, treasurer, clerk shall each hold office until the next annual meeting of the directors and until a successor is elected and qualified, and other officers shall serve at the pleasure of the directors.

3.4 Chairman of the Board of Directors. If a chairman of the board of directors is elected, he or she shall preside at all meetings of the directors except as the directors shall otherwise determine, and shall have such other powers and duties as may be determined by the directors.

3.5 President. Unless otherwise determined by the directors, the president shall be the chief executive officer of the corporation and, subject to the control of the directors, shall have general charge and supervision of the affairs of the corporation. If no chairman of the board of directors is elected, the president shall preside at all meetings of the directors, except as the directors otherwise determine. The president shall have such other duties and powers as the directors shall determine.

3.6 Executive Director. The executive director shall execute all duties of the president in his or her absence or inability to perform the duties. The executive director shall have such other duties and powers as the directors shall determine.

3.7 Treasurer. The treasurer shall be the chief financial officer of the corporation. He or she shall be in charge of its financial affairs, funds, securities and valuable papers and shall keep full and accurate records thereof. He or she shall have such other duties and powers as designated by the directors or the president.

3.8 Clerk. The clerk shall record and maintain records of all proceedings of the directors in a book or books kept for that purpose and shall have custody of the seal of the corporation. If the clerk is absent from any meeting of directors, a temporary clerk chosen at the meeting shall exercise the duties of the clerk at the meeting.

3.9 Other Officers. Other officers shall

have such duties and powers as may be designated from time to time by the directors.

Section 4. Sponsors, Benefactors, Contributors, Advisors, Friends of the Corporation

The directors may designate persons or groups of persons as sponsors, benefactors, contributors, advisors or friends of the corporation or such other title as they deem appropriate. Such persons shall serve in an honorary capacity and, except as the directors shall otherwise designate, shall in such capacity have no right to notice of or to vote at any meeting, shall not be considered for purposes of establishing a quorum and shall have no other rights or responsibilities.

Section 5. Resignation, Removal and Vacancies.

5.1 Resignation. Any director or officer may resign at any time by delivering his resignation in writing to the chairman of the board, if any, the president or the clerk or to the corporation at its principal office. Such resignation shall be effective upon receipt unless specified to be effective at some other time.

5.2 Removal. A director may be removed with cause at any time by the vote of two-thirds of the directors then in office, provided that director has been afforded reasonable notice and a reasonable opportunity for a hearing. Any officer may be removed with or without cause at any time by the vote of a majority of directors then in office.

5.3 Vacancies. Any vacancy in the board of directors may be filled by vote of a majority of the directors then in office. The directors may exercise all their powers notwithstanding the existence of one or more vacancies in the board. Vacancies in any office may be filled by the directors.

Section 6. Indemnification The corporation shall, to the extent legally permissible, indemnify each person who may serve or who has served at any time as a trustee, director or officer of the corporation or of any of its subsidiaries, or who at the request of the corporation may serve or at any time has served as a trustee, director or officer of, or in a similar capacity with, another organization or an employee benefit plan, against all expenses and liabilities (including counsel fees, judgments, fines,

excise taxes, penalties, and amounts payable in settlements) reasonably incurred by or imposed upon such person in connection with any threatened, pending or completed action, suit or other proceeding, whether civil, criminal, administrative or investigative, in which such person may become involved by reason of serving or having served in such capacity (other than a proceeding voluntarily initiated by such person unless he or she is successful on the merits, the proceeding was authorized by the corporation or the proceeding seeks a declaratory judgment regarding his or her own conduct); provided that no indemnification shall be provided for any such person with respect to any matter as to which he or she shall have been finally adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action was in the best interest of the corporation or, to the extent such matter relates to service with respect to any employee benefit plan; pursuant to a consent decree or otherwise, the payment and indemnification thereof have been approved by the corporation, which approval shall not unreasonably be withheld, or by a court of competent jurisdiction. Such indemnification shall include payment by the corporation of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the person indemnified to repay such payment if he or she shall be adjudicated to be not entitled to indemnification under this section, which undertaking may be accepted without regard to the financial ability of such person to make repayment.

A person entitled to indemnification hereunder whose duties include service or responsibilities as a fiduciary with respect to a subsidiary or other organization shall be deemed to have acted in good faith in the reasonable belief that his action was in the best interest of the corporation if he acted in good faith in the reasonable belief that his action was in the best interest of such subsidiary or organization or of the participants or beneficiaries of, or other persons with interests in, such subsidiary or organization to whom he had a fiduciary duty.

Where indemnification hereunder requires authorization or approval by corporation, such authorization or approval shall be conclusively deemed to have been obtained, and in any case where a director of the corporation approves the payment of indemnification, such director shall be wholly protected if:

- (i) the payment has been approved or ratified (1) by a majority vote of a quorum of the directors consisting of persons who are not at that time parties to the proceeding, or (2) by a majority vote of a committee of one or more directors who are not at that time parties to the proceedings and are selected for this purpose by the full board (in which selection directors who are parties may participate); or
- (ii) the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to the corporation) appointed for the purpose by vote of the trustees or in the manner specified in clauses (1) or (2) of subparagraph (I); or
- (iii) the payment is approved by a court of competent jurisdiction; or
- (iv) the directors have otherwise acted in accordance with the applicable legal standard of conduct.

Any indemnification or advance of expenses under this section shall be paid promptly, and in any event within 30 days, after the receipt by the corporation of a written request therefor from the person to be indemnified, unless with respect to a claim for indemnification the corporation shall have determined that the person is not entitled to indemnification. If the corporation denies the request or if payment is not made within such 30-day period, the person seeking to be indemnified may at any time thereafter seek to enforce his or her rights hereunder in a court of competent jurisdiction and, if successful in whole or in part, he or she shall be entitled also to indemnification for the expenses of prosecuting such action. Unless otherwise provided by law, the burden of proving that the person is not entitled to indemnification shall be on the corporation.

The right of indemnification under this section shall be a contract right inuring to

the benefit of the trustees, directors, officers and other persons entitled to be indemnified hereunder and no amendment or repeal of the section shall adversely affect any right of such trustee, director, officer or other person existing at the time of such amendment or repeal.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of a trustee, director, officer or other person entitled to indemnification hereunder. The indemnification provided hereunder may, to the extent authorized by the corporation, apply to the trustees, directors, officers and other persons associated with constituent corporations that have been merged into or consolidated with the corporation who would have been entitled to indemnification hereunder had they served in such capacity with or at the request of the corporation.

The right of indemnification under this section shall be in addition to and not exclusive of all other rights to which such trustee, director, officer or other persons may be entitled. Nothing contained in this section shall affect any rights to indemnification to which corporation employees or agents, other than trustees, directors, officers and other persons entitled to indemnification hereunder, may be entitled by contract or otherwise by law.

Section 7. Seal and Fiscal Year

7.1 Corporate Seal. The seal of the corporation shall be circular in form with the name of the corporation around the periphery and the year and state of incorporation within or such other form as the directors may determine.

7.2 Fiscal Year. The fiscal year of the corporation shall end on December 31 in each year or such other date as the directors may determine.

Section 9 Amendment. These bylaws may be amended or repealed, in whole or in part, by vote of a majority of the directors then in office at any meeting of the directors, provide notice of the amendment or repeal has been provided to the directors at least fourteen days prior thereto.

Philosophy Behind Pennies

Please see the Board Orientation Booklet.

Conflict of Interest Policy

Article I

Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II

Definitions

1. Interested Person

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
- b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Article III

Procedures

1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the

financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and

afford the member an opportunity to explain the alleged failure to disclose.

b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of Interest, it shall take appropriate disciplinary and corrective action.

Article IV

Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V

Compensation

a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Article VI

Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Article VII Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Article VIII Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

Conflict of Interest Statement

Available from Clerk. Board of Directors signs annually that they have received copy.

Articles of Incorporation

Filed on 10/1/08. On file with clerk and is part of the Board package given to all Board members.

State NPO Requirements

Done and corporate filings to be done annually by Treasurer.

Federal Form Recognition of Exemption

501C3 status approved 8/1/08. On file with Clerk. *No other organization or individual may use our 501C3 status*

Registration for Solicitation

On file with Clerk.

Board Application

Available from the President and on our website.

Insurance Policy

Crime and Honesty Bond - Cost \$100 – Vote deferred until 2011 or until such time as there is available money in the budget.

Board Positions & Responsibilities

1. President & Board Chair: Responsible for planning and coordination of daily running of the program and the Board; monitoring that the program is in synch with staying within our mission and accomplishing our mission; ensure that the organization is within budget; email and correspondence; develop short-term and long-term goals; annual survey of public and agencies; update Director's Handbook, maintain summary of accomplishments.

2. ED/Marketing and Communications: Develop a marketing plan; develop messaging plan; edit copy and graphics; work closely with PR Board Member to ensure media communications; marketing and messaging plan review and update all PR/website material annually; annual Poverty Report; and President's duties as President and Board Chair temporarily if the President is away or incapacitated.

3. Treasurer: Responsible for monthly accounting, tracking and reporting of in-kind donations; reporting monthly to the Board, hiring of consultants such as auditor, accountants with approval of Board, preparing annual budget and reviewing, sending grant applications to the Board for Board vote as well as sending out notices and grant 6 & 9 month reviews on all 2 Cent Grant Fund Applications; working with publicity when 2 Cent Grant funds are available Grant; Notification to awardee and Pennies Publicity Coordinator. Two signatures on all bank accounts with 2 signatures needed for withdrawal of the 2 cent grant money. All expenses over

\$100, other than for the VJF, must be submitted in writing. Only the President, the Clerk and the Treasurer may sign the Pennies for Poverty Program bank accounts. In 2011, it is recommended that the person ordering vistaprint also be on the account.

Grant Applications for Pennies done by Fundraising Chair and Treasurer: Research grants and make recommendations to the Board; applying for grants for the Pennies for Poverty Operating account as directed by the Board.

4. Clerk: Keeping accurate records of Board Meetings, board e-votes, board reports and other board correspondence as well as keep a register of Board members; send out proper notice of all meetings. Minutes of meetings will be emailed to the Board for review within 14 days of a meeting and vote to approve will be at the next Board meeting..

5.PR and Awareness: Responsible for doing speeches, presentations, community outreach.. **Pennies-type program** Responsible for helping other cities and towns start their own Pennies programs; updating and publicizing the How To start a Pennies-type Program booklet.

6.Fundraising: Fundraising for both Pennies Operating and the 2 Cent Grant including webstore, grants (under Treasurer). Other fundraising such as Haley's Ride Ins, Witches Night Out, requesting Extra Mile Offerings from area churches and other events to raise funds to meet our operating expenses.

7.Publicity: Responsible for putting together all publicity; and informing the public and working with the newspapers. Monthly website updates; monthly e-news/newsletter; facebook and other online publicity, reviewing PR material with ED

8.Two Cent: Responsible fundraising for the 2 Cent Grant Fund including WNO and Haley's in partnership with Fundraising Chair. Responsible for 2 cent Jars being placed around town; dealing with stores and business and any problems that may arise; individual 2 cent jars; increasing the number of jars around town and awareness of the jars; reporting 2 cent jar status to the Board; raising awareness of the 2 cent jar program; reporting monthly to the Board.

9.2 Can Chair: Responsible for increasing awareness of the food pantry needs; working with the food pantries; increasing food donation locations; church awareness of the Pennies Program; increasing church participation in the 2 CAN campaign; reporting monthly to the Board. **Common Cents Garden:** To promote, encourage and increase Common Cents Gardens in town to benefit the food pantries and soup kitchens. *This can be either a committee or Board position and would require monthly reports and supervision of a Board member..*

10.Two Hour: Responsible for promoting volunteerism; tracking of Pennies volunteers; developing new ideas to increase volunteerism; any Volunteer events; reporting monthly to the Board. Volunteer Coordinator for Pennies for Poverty: Responsible for coordinating volunteer needs, recruiting volunteers, keeping accurate and up-to-date lists of volunteers, and volunteer appreciation, monthly reporting to the Board Secretary. **Teen Committee** is a non Board committee reporting to the 2 Hour Chair. This can be a Board position if the Clerk and 2 Can position are combined. This can be either a committee or Board position but must be chaired by an adult with a current CORI on file with the Clerk. This position would require monthly reports and supervision of a Board member.

11.TOGETHER: Responsible for planning free events throughout the year; seeking donations and free services for the events; events including but not limited to such things as monthly movies, concerts, presentations, UnBirthday Bash, Pennies from Heaven Ball; monthly reporting to the Board. *This can be either a committee or Board position and would require monthly reports and supervision of a Board member..*

Search and Support Committee

Board applicants, once an application is received by the President, will be interviewed by a 2 person committee from the Board. The President will send a request to the Board and the S&S committee will be whoever is available at the time. The S&S Committee will make their recommendations in writing to the President who will then send out the application along with the S&S

recommendations to the Board for a formal vote. If approved, the S&S committee will then notify the applicant and do a Board orientation and will provide the applicant with a board package of material including PR material, Bd Handbook, Orientation book etc.. At the Board orientation meeting the applicant will inform the S&S of which position they are interested in doing and the S&S will provide any information, material and training needed for that position. The S&S will also follow up with the new Board member and provide any support that may be needed.. Please see S&S Procedures at end of Handbook.

2011 BUDGET

The 2011 budget is set at a maximum of \$2,000. Our budget year is the calendar year. The annual budget is available from the Treasurer and the President and Treasurer are authorized to make purchases. Any item costing more than \$100 needs Board approval.

OTHER

Policies and Procedures

The following are Pennies Policies and Procedures. Please add new policies and procedures as they are voted on.

Bank Accounts

Only the President, Executive Director or Treasurer are authorized to establish accounts, endorse checks.

Stockpiling Funds

Any excess operating funds above one and half years expenses (\$3,000) will be transferred to the 2 Cent Grant Fund. The Grant funds, unless grant applications are not received or not approved by the Board, should be given out within the year. The goal is to be close to broke at the end of each year.

Fiscal Year

Fiscal year ends on December 31st of each year.

Corporate Address

282 High Street, Newburyport, MA 01950

Passwords

All passwords for all accounts are kept by the President and the passwords are not allowed to be changed unless the changed password is given to the President.

Pennies Email Accounts

A complete list of Pennies email accounts and passwords are kept by the President. Check spam folders for web form

messages sent through website. The Pennies email accounts will not to be used for other organizations events and will be used by the President nor can the Board members distribute or use the Pennies email account for personal use.

Pennies Material

Pennies material including but not limited to: banners, postcards, email accounts, contact lists, documents, records, correspondence are the property of Pennies for Poverty: 2 Cents 4 Change, Inc. and are to be returned to the organization at the end of the Board members terms.

Grants & Funding of the Pennies Program

Grant writing for operating funds is the responsibility of the Fund Raising Chair. The grant writer will seek and apply for Grants and other funding as directed by the Board. Fund raising as directed by the Board in order to raise necessary operating funds or 2 Cent Grant donations is the responsibility of the Fundraising Committee. Extra operating funds raised during the year can be applied to the next years' reasonable budget (2 years budget funding or \$4,000) with anything surpassing that amount must be turned over to the 2 Cents Grant Fund.

2Cent Grant Fund

1. One hundred percent of this money will be given out in grants to either a. fund programs which are currently not available to lift people out of poverty or b. fund under funded current programs that address poverty in Newburyport.
2. The Board may elect to have a grant application deadline once there is a large sum available to give out. The Board decided in 2010 to have 2 grant application deadlines of: April 30th and October 31st.
3. The Grants can only be given out through a grant application by a non Board Member and must be voted on by the Board.
4. A certain percentage of the Fund must be given out in a calendar year. If no grants come in, funds are to be donated equally among Newburyport agencies that help the poor for non overhead expenses only.
5. A member of the community can be asked to vote on a large grant along with

the Pennies Board members. The Board must vote to do this each time.

6. This grant has a 30 day period in which to vote.

Community Needs Grant

About the Community Needs Grant: Source of funding for the Community Needs Grant is ½ of the funds raised at the Food Drives and can be awarded to any agency or nonprofit for any need such as food coupons, backpacks, personal care items etc that the Board must determine by vote prior to the Food Drive. **How it works:** The Treasurer sends out a request to the Board members for worthy community needs for consideration 8 weeks prior to the food drive. The President and/or Treasurer are appointed by the Board to pick 2 and submit them for vote 6-8 weeks prior to the food drive (so as to get in the newsletter by the 25th and food drive press releases). This is a 7 day vote deadline. The Clerk records the votes and instructs the Treasurer at the end of the voting period.

Urgent Needs Grant

Urgent needs grants can be applied for at any time. The grant must be urgent in nature (due to serious increase in need or lack of funding or crisis). Upon receipt of an urgent needs request, the Board must meet or vote within 7 days to review and verify urgent need, ascertain funds available, and vote.

Board Staffing Procedures

1. All Board applications and volunteer applications must be kept on file with the President and 2 Hour Chair or Volunteer Coordinator.
2. The Board of Directors will actively seek new Board members. The Board needs 11 Board members to function well and without burdening any one Board member.
3. To apply for a position on the Board, the applicant must be at least 18 years old.
4. Board will appoint a 2 member committee to seek, interview, review applications and make recommendations to the Board.
5. Board applications must be voted on by the Board. This has a 7 day voting period.
6. Each applicant that is accepted to the Board will have an orientation meeting

with a Board member, preferably the President.

7. The applicant must accept appointment to a position on the Board and be voted to a position on the Board. The applicant may choose the position from the positions that are open.
8. If there are applicants to the Board, and no positions available, they can choose to work with the current Board member of the position they are interested in.
9. Pennies Volunteers will fill out an application and the Volunteer Coordinator will maintain a data base of volunteers by skills.
10. All Pennies Volunteers will have an orientation. Recommended that 2c a year a Volunteer Orientation is held for new volunteers.
11. Any Board member who will be working with the Teen Committee or Chair of the Teen Committee or with any other committee that has volunteers who are under the age of 18, must have a current CORI on file with the Clerk.
12. Board members who work with children under the age of 18 or are involved with the Teen Committee, are required to work in teams of at least 2 adults at all times: board members or one board member and 1 adult volunteer who has a current CORI on file with the Clerk.
13. It is recommended that Pennies hold an annual volunteer appreciation event.
14. Reimbursement of expense must be approved by the Treasurer if under \$100 or by the Board if over \$100 prior to purchase. All reimbursements must have a receipt of purchase.

Board of Directors Votes

The role of the Board of Directors must have 1. A quorum, 2. A majority of votes at meetings or a 2/3 majority for electronic votes, 3. Robert's Rules are used when questions or disputes arise.

Board of Directors Responsibilities

The role of the Board of Directors is to support the organization by providing the resources and leadership required to ensure the success of fulfilling our mission, and by facilitating and monitoring the process. We are a hands on Board with each Board member taking responsibility for a part of the program.

1. Develop a viable plan to identify, review and analyze proposed grants, and

to accept those deemed to most effective fulfill our mission.

2. Establishing priorities for all organizational activities.
3. Promoting and supporting the mission of the organization and proposing actions to increase community support and funding
4. Board members and all volunteers will keep the costs of the organization at a minimum.
5. Monthly reports, a copy of which is at the end of the Handbook, by each Board Member are expected to be filled no later than the 5th of each month for the prior month unless reports are requested earlier by the president. These reports are for the purpose of keeping everyone informed, planning of resources and volunteer needs, and to reduce the need for meetings. In lieu of Board reports, the Board may choose to have monthly meetings.
6. Annual goals, strategies and measurements will be filed by each Board member by November for the following year.
7. We expect Board Members to fully participate in the position that they have accepted and to work hard to see that the job gets done. The Board Members are not only the Program directors but also the key personnel in getting the program off the ground and into the community. This, initially, will take a fair amount of work and dedication on the part of the Board but the help that we will ultimately provide to the community of Newburyport will be the reward.
8. The Board and all activities of Pennies must be nonpartisan.
9. Pennies is an all volunteer Board and as such no salaries or gifted bonuses may be received. Departing Board members may be given a gift of no more than \$50 to thank them for their service.
10. Pennies is not allowed by our by-laws to provide any direct services or funding to individuals in need.
11. Maximum number of Board members is eleven.

Committees and Task Forces

As needed but must be under the supervision and responsibility of a Board Member and must have the permission of the Board

Subcommittees. Volunteers, Advisory Board:

1. The Volunteer Coordinator, under the 2 Hour Chair, will recruit volunteers for all events and will be responsible for ensuring that the volunteer has a good knowledge of the organization, our mission, our guiding principles and will oversee the volunteers.

3. The Volunteer Coordinator will be responsible for volunteer appreciation.

4. All Board, Advisory Board and Volunteers will have an application on file with the Clerk.

5. Subcommittees may be appointed specializing in concerns relative to Executive Board, fund-raising, PR and other as needed and are under the supervision of a Board member.

6. Board members who need help with projects, to involve the community or for whatever reason, may recruit volunteers to be on a subcommittee or committee for a specific purpose.

7. If any member of a subcommittee is under the age of 18, the Board member in charge and all adults of the committee must have a current CORI on file with the Clerk.

Board Documents and PR Material

The Publicity Chair will keep an up to date list of who has what of the Pennies PR material and will quarterly send it out to the Board. The Board of Directors will transfer Board Documents to their successor. Documents in their final form must be retained. Documents that may be destroyed include drafts and out-of-date material.

Website

1. Board has voted to approve Paypal on the website for donations

2. All material for the website must be submitted to the Board member in charge of the website who will submit the material to the webmistress. (Eleanor Turke in charge for 2011) All website changes and addition will be approved and submitted to the webmistress by Publicity Chair.

Board Meeting Attendance Policy

1. Board members must attend at least 4 of the 6 board meetings per year or an equivalent percentage of additional meetings.

2. Board members are expected to attend a majority of Pennies events and activities.

3. Please notify the President if you will be away for more than 14 days.

Board Meetings

1. Board meetings can be requested by any Board member with reasonable notice given.

2. Board meetings should be open to the public and may, if warranted due to a sensitive issue such as discussing grants or Board applications, be closed.

Board Votes

1. Decisions needing a vote: Board member applications, Board positions, grant recipients, bylaws and other procedural matters, all projects, and other matters of importance including events if other Board members time and commitment is needed. Most board votes have a 7 day voting period.

2. Communications and Board votes can be via Board meetings, phone conference or electronic.

3. Electronic Votes are to be returned within 7 days for a Board matter and within 30 days for a 2 Cent grant application.

4. Electronic votes must have a quorum of returned votes or the vote is not valid.

4. Any Board member may call for a meeting for discussion and re-voting on an electronic vote request. Request for a meeting ends the e-voting and makes the votes null and void. The meeting will occur as soon as a quorum is available to meet.

Fundraising

1. Fundraising jars at events: Food Drives = split equally between the 2 Cent Grant Fund and to any need such as food coupons, backpacks etc that the Board determines by vote - see Community Needs Grant; Events and table event = Pennies Operating; VJF = VJF except for Pennies Table and other arrangements made by the VJF committee with the co-hosting organizations.

2. Fundraising events such as seeking grants or requesting Church Extra Mile Offerings, etc. is the primary source of funding for Pennies Operating expenses and is the responsibility of the Fundraising Chair.

3. Witches Night Out and Haley's Star 240 Ride Ins, other 2 Cent Grant Fundraisers, are the responsibility of the 2 Cent Chair and the Fundraising Chair.

Publicity

1. Publicity Chair is responsibility for all press releases and publicity communication.

2. Publicity Chair will maintain a list of all PR material and where it is. The list will be provided to the Board members quarterly.

3. Press releases should be reviewed by the President but is not required.

4. Developing and maintaining good communications with the community via monthly e-news or newsletters and public presentations as requested.

Media Policy

All publicity, media requests are to go through the Publicity Chair and if that Board position isn't filled, then the requests will go through the President or another Board member appointed by the Board. The Awareness Chair does all the presentations and requests for attendance. If the Awareness Chair is unavailable, then he refers the request to whoever on the Board is available.

Pennies-type Program

The Pennies for Poverty: 2 Cents 4 Change program was designed so that it could be done anywhere in the world. The parent program is specific to Newburyport, MA but can be changed to other locales. Our program is not responsible for other programs, nor do we run the other programs. Please refer to the How to start a Pennies-type Program Booklet for more information.

Website information

The Pennies for Poverty: 2 Cents 4 Change will maintain a website and Tatiana Hamboyan Harrison will be our web mistress whose responsibility will be to maintain and update the website as directed by the Board President. Any major changes of the website content will be sent to the President for approval. Monthly additions and minor changes will be sent through President. The Board has voted annual compensation for service and a proposal will be submitted at the January meeting for annual estimated expenses and monthly additional updates will be billed monthly.

2011 BOARD OF DIRECTORS

Eleanor Turke, *Founding Board Member, President and Board Chair* contact: 2cents4change@gmail.com

moved to Newburyport in 2008. Eleanor was a real estate agent in Andover for over 12 years. She is the owner of The Party Cake (www.thepartycake.com). She has served on the Board of Directors of the

Northeast Association of Realtors. In addition to serving on the Pennies for Poverty Board of Directors she is also a board member of Delamano, Inc. a non-profit organization in Lawrence which operates a Spanish/English help-line for victims of domestic violence. Eleanor has three grown children and one dog.

Glen Myers, *Board Member and ED Marketing & Communications 2010-*, Glenn Meyers is currently the Senior Director for Community Relations at Fidelity Investments where he has ten years of experience. He recently participated in the ten month social justice leadership program at the Boston Center for Community and Justice. We welcome his vast experience as a bridge builder and communications strategist. Glenn lives in Newburyport and will serve as our Executive Director of Marketing and Communication. Contact: VP@2cents4change.com

Treasurer, Contact: treasurer@2cents4change.com

Laurie Ingersoll, *Founding Board Member, Clerk, 2 Can Chair, Common Cents Garden, Teen Committee 2008 -*, moved to Newburyport in 2008 and is the single mother of three grown daughters. She is an Assistant Teacher at River Valley Charter School, and has been a special needs advocate and community activist. She is a jewelry designer and painter with her work shown in galleries and stores in Chicago, Houston, New York and Boston. Contact: For food drive or food needs: 2can@2cents4change.com or for clerk: clerk@2cents4change.com

Eleanor Turke, *Founding Board Member, Fundraising Chair 2008-*, Contact: fundraising@2cents4change.com

Fran Larkin, *Board Member, Awareness Chair and Pennies-type Program 2009-*, Fran retired from IBM after a 35 year career in Business Administration. In 2008, Fran and his wife Kathy moved from Danbury, CT to Newburyport. Fran, www.franlarkin.com, is an inspirational speaker, author of "5 Words and Then Some", an Alzheimer's Advocate and retirement coach. In his spare time he likes to read, walk on Plum Island, kayak, cook and spend time with family and friends. Contact: awareness@2cents4change.com

Julie Parker Amery, *Board Member and 2 Hour Chair and Pennies Volunteer*

Coordinator 2010 -, has been the director of religious education at the First Religious Society (Unitarian Universalist) in Newburyport since 2000. Prior to that, she worked as a freelance editor/writer and in public relations. She has a BA from Smith College and an MEd from Salem State University. Julie lives in Amesbury with her spouse, two children, dog and two cats. Contact: 2hour@2cents4change.com

Julia Collins-Lindner, *Board Member and 2 Cent Chair 2010-*, is a dynamic business leader, author and experienced non-profit organizer with over 20 years experience working for the NFL and is currently a specialist working on HR projects. She has also organized many charity events where she raised over \$300,000 for numerous important causes. Julia resides in Amesbury and Pennies for Poverty is excited to have her energy and experience as the Chairperson of our 2 Cents program.. Contact: 2cents@2cents4change.com

Eleanor Turke, **Publicity**, Contact: 2cents4change@gmail.com publicity@2cents4change.com (not in use)

Laurie Ingersoll, **Coordinator for Together Program** Chair: Contact: together@2cents4change.com (not in use)

2011 ADVISORY BOARD

Catherine Yesair Gould, *Founder and President 2008-2010 and has in addition to President and Board Chair, has covered and done the following positions: Fundraising, 2 Cent, 2 Hour, Together, Publicity, Awareness Chairs.* Cathie is a native of Byfield. She is the Founder of the Poverty Program, www.povertyprogram.com, as well as Pennies for Poverty: 2 Cents 4 Change. Pennies grew out of the Poverty Program, bringing international poverty awareness and actions to a local level. She attends Belleville Congregational Church and is the founder of the Belleville Women's Discussion Group. She has lived in England and France, is an avid reader, and enjoys genealogy research, writing, cooking, traveling, discussions, various crafts, long walks and spending treasured time with her three grown daughters and two grandchildren and friends both old and new. Contact: catherine_gould@hotmail.com

Bob Gould, *Founding Board Member and Treasurer and Together co-Chair 2008-2010*, is a native Newburyporter, who is

principal of his own architectural firm. He is also President, BioMolecular Products (www.biomolecularproducts.com) and the Newburyport Howard Benevolent Society, a local charity. He has served on several public boards, including the Public Library Board of Directors, City Cultural Council, Local Growth Policy Committee, and the Library Building Committee. In the past, he worked as a newspaper reporter and photographer, and he traveled extensively, including several long-distance hikes in Europe. Contact: robert.gould@comcast.net

Gail Gandolfi, *Founding Board Member, 2 Cent Chair, WNO founder 2008-2009* is the owner of Flukes & Finds & Friends, an eclectic hodgepodge of new and antique and gently used décor, on 70 State Street in Newburyport. Gail founded Witch's Night Out, a reverse trick or treat for Pennies, in 2009 and in 2010 Witch's Night Out became a downtown Chamber event, She has been self employed for almost 30 years. Her two adult children live in the area. She is an active member of Belleville Congregational Church in Newburyport where she has worn many hats over the last 26 years. Once a year she goes to Mexico and teaches English to middle school children with a Presbyterian church group from KY. Her dreams include traveling, joining the Peace Corp, working in an orphanage, having grandchildren, and writing. She loves hot sunny days on any beach with her husband, gardening, and a good book.

Dudley Glover, *Board Member and Volunteer Project 2008-2010.* Dudley was attracted to the project through the vision of its founders, Catherine Gould and Laurie Ingersoll, to attack poverty on the local level through individual commitment within the community framework. Now retired and working as a tax preparer for H&R Block, Dudley owned and operated a graphics, design, and writing business for 25 years. Dudley is an avid long distance walker and has walked the Camino de Santiago numerous times. He walks and does presentations to raise awareness about diabetes. For more information: www.roadtosantiago.org

Robin L. Parsons, *Board Member and Treasurer 2010*, is a Vice President in the Global Business Reporting division of

a major worldwide financial institution. Her experience in the community has included past member and treasurer of the General Federation of Women's Clubs- Junior Women's Club of Taunton and Raynham and volunteer with the American Cancer Society's "Look Good, Feel Better" program. She recently moved to Newburyport.

2011 WEBMISTRESS

Tania Hamboyan Harrison, *Webmistress 2008-*, is a freelance web designer who has generously donated her time to create both the Poverty Program website and the

Pennies for Poverty: 2 Cents 4 Change site. For more information about her web design, please click here: <http://www.linebylinewebdesign.com/>

She graduated from St. John's College in Annapolis, Maryland, in 2004. In her free-time, she enjoys writing, reading, and belly dancing. Though disabled with Juvenile Rheumatoid Arthritis, she sees life as an opportunity for learning and growth

Contact: tatiana@linebylinewebdesign.com

PAST BOARD MEMBERS

Shari Wilkinson, *Board Member 2009*, has over 20 years experience in product development, design and marketing. Shari is the Co-Founder of Portals for Change, Founder and coordinator of the Newburyport Farmer's Market and CSA Market Fair.

Robin Graves, *2 Cent Committeer 2010* brings to the Pennies for Poverty organization her vast experience as a battered women's crisis counselor, a public speaker, a mentor to inner city kids in Boston, and active in after school city programs for children at risk. She worked for several years at the Epiphany School in Dorchester. She has worked in Bosnia and Croatia with refugee children. Ms Graves lives by the motto "Be the change you want to see in the world" and "to those to whom much has been given, much is expected".

Heather Pickard, *Board Member 2010*, is a single mother who graduated from Salem State College and Boston University with a Master of Social Work. Most recently she has been a Tenancy Preservation Program Clinician with the Eliot Community Human Services. She has worked with the Essex County Court

to prevent homelessness with disabled individuals, as well as with the housing programs NSCAP, HAP, HOPWA. A committed advocate for social justice, Heather has served on the Board of Directors of Neighbor to Neighbor and Salem Harbor Development Corp in Salem, MA.

Search & Support Committee Procedures

Overview:

Board applicants, once an application is received by the President, will be interviewed by a 2 person committee from the Board. The President will send a request to the Board and the S&S committee will be whoever is available at the time. The S&S Committee will make their recommendations in writing to the President who will then send out the application along with the S&S recommendations to the Board for a formal vote. If approved, the S&S committee will then notify the applicant and do a Board orientation and will provide the applicant with a board package of material including PR material, Bd Handbook, Orientation book etc.. At the Board orientation meeting the applicant will inform the S&S of which position they are interested in doing and the S&S will provide any information, material and training needed for that position. The S&S will also follow up with the new Board member and provide any support that may be needed. The procedures for the Search and Support committees will be developed and sent to the Board for approval early in 2011.

Process:

1. Board application is received and sent to the President.
2. President reviews the application and makes sure that it is a complete application prior to emailing the Board for S&S volunteers.
3. Email sent to Board for S&S volunteers. The S&S Committee will not be the same 2 people but will rotate amongst the Board.
4. Application is scanned and emailed to the S&S along with the procedures and protocol. The President keeps a hard copy of the application.
5. S&S Committee:
 - I. Contact the applicant to: introduce yourself; brief explanation of the S&S committee; attach Board Handbook and Board Orientation booklet; available times to meet with applicant for initial interview.
 - II. Meets with and interviews applicant; reviews with the applicant what is expected of a Pennies Board member; ascertains what position the applicant is interested in as well as whether the applicant is still interested in applying to the Board.
 - III. If there is an upcoming meeting within 2 weeks, request that the applicant attend.
 - IV. Send written recommendation to the President.
 - V. President will send application, S&S recommendation, vote request to the Board.
 - VI. The President will tally the votes and send final vote to the Board.
 - VII. Clerk records the vote.
 - VIII. Board members send welcome notes.
 - IX. The S&S committee notifies the applicant.
 - X. If positive, the S&S committee meets with the applicant for their Board Orientation that includes:
 - a) Provide Board Package (made up by the President) that includes: Pennies bag, t-shirt, hat; Pennies stickers, window decals, bumper stickers; Board Orientation Booklet; Board Handbook; Short Form PC; package of Pennies postcards; package of business cards; Common Cents Garden postcard and flyer; What we are asking sheet; Service Directory; Volunteer Directory.
 - b) Review of Pennies philosophy (Board Orientation Booklet)
 - c) Review of Pennies procedures and protocols (Board Orientation Handbook)
 - d) Board position training including all items necessary to do their job. (S&S should make sure that THEY know how to do the position. If not, ask!)
 - XI. This process should take no more than 2 to 3 weeks.
6. President assigns email address and password to new Board member. (check with webmistress to make sure that the email is a functioning address).
7. President notifies webmistress to add new Board member, bio and contact info to website.
8. President notifies publicity to send out PR notice to the papers and add to the pennies newsletter.
9. President meets with new applicant.
10. S&S Committee follows up periodically with the new applicant over the first 6 months.
11. If the Board member resigns, the S&S committee follows up to find out why and reports back to the Board.

History of the Board of Directors							
NPO 10/1/2008	2008	2009	2010	2011	2012	2013	2014
Board Officers (<i>staggered years red/even x7, yellow/odd x4, 2 year terms</i>)							
1. President	Cathie			Eleanor			
2. MarketingCom	Cathie			Glenn			
3. Treasurer	Bob						
4. Clerk	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					
<i>Pennies-type Program</i>	Cathie	Fran					
Board Members or Volunteer reporting to Board decided by position Chair							
8. 2 Cents	Gail, Shari			Julia			
9. 2 Cans	Laurie & Eleanor						
<i>Common Cents Garden</i>	Fran			Laurie			
10. 2 Hours	Cathie, Dudley		Julie				
<i>Vol. Coordiantion</i>	Eleanor			Moved to 2 Hours			
11. Together	Cathie, Bob						

2011 Calendar

Jan	Feb	Mar	Apr
<ul style="list-style-type: none"> ⇒ Annual Meeting ⇒ Service Directory Update ⇒ Website Review ⇒ Supporters and Agency Survey ⇒ Reserve Library display case for August 	<ul style="list-style-type: none"> ⇒ Poverty Report ⇒ Poverty Stats Update ⇒ Survey review and report to Board ⇒ Letters to ⇒ Rel. Org. request Extra Mile Offering. ⇒ Community Needs Grant sent for Board vote 	<ul style="list-style-type: none"> ⇒ Board Meeting ⇒ Vote to solicit 2 cent grant applications ⇒ Food Drive ⇒ Contact Star 240 	<ul style="list-style-type: none"> ⇒ April 30th Grant deadline ⇒ 2 Cent Grant updates ⇒ Together event
May	Jun	Jul	Aug
<ul style="list-style-type: none"> ⇒ Board Meeting ⇒ Atty General filings ⇒ Taxes due ⇒ Contact Shari Farmer's Market Table date. ⇒ Notice of grant awards 	<ul style="list-style-type: none"> ⇒ Star 240 Haley's fundraiser -? ⇒ 6 Month Summary of Accomplishments ⇒ Farmer's Market Table 	<ul style="list-style-type: none"> ⇒ 6 month Review Board Meeting ⇒ Service Directory Update ⇒ Star 240 Haley's Fundraiser 	<ul style="list-style-type: none"> ⇒ Library Display Case ⇒ Star 24 Haley's fundraiser ⇒ Together Event ⇒ Community Needs Grant sent for Board vote
Sep	Oct	Nov	Dec
<ul style="list-style-type: none"> ⇒ Board Meeting ⇒ Vote to solicit 2 Cent grant applications ⇒ Food Drive ⇒ 2 Cent Grant Updates ⇒ Peace Day Table ⇒ WNO Store canvassing 	<ul style="list-style-type: none"> ⇒ Witch's Night Out ⇒ Secretary of State filings ⇒ Send out Board Survey ⇒ October 31st Grant deadline 	<ul style="list-style-type: none"> ⇒ Board Meeting ⇒ Send out Board Survey ⇒ Notice of grant awards 	<ul style="list-style-type: none"> ⇒ Summary of Accomplishments ⇒ Pennies Board survey ⇒ 2012 Goals submitted by Board
Monthly			
⇒ Board Reports due by 3 rd	⇒ Newsletter & facebook Update	⇒ Website Update	⇒ Collaborative Meeting
Annual			
⇒ 2 Cent Store Canvass	⇒ Review & update all docs	⇒ Together Event Quarterly	⇒ Volunteer Event?

Pennies Board 2011

Who does what at Pennies

For complete list of duties, see Board Handbook (strikethrough emails=not in use currently)

1. Eleanor, 2011 Director/Board Chair, 2cents4change@gmail.com

Daily running of Pennies and Board ; Planning and coordination of all programs; requesting e-votes, networking and community relations, annual surveys, Board Handbook & Sum. Accomplishments & other as listed in Handbook.

2. Glen, VP@2cents4change.com ED/Marketing & Board Officer	treasurer@2cents4change.com Treasurer & Board Officer	4. Laurie clerk@2cents4change.com Clerk & Board Officer	5. Eleanor fundraising@2cents4change.com Fundraising	6. Fran awareness@2cents4change.com Awareness Pennies-type Program	7. Eleanor publicity@2cents4change.com PR/Publicity
Marketing and communications plans, review & editing of all PR, annual Poverty Reports, President's duties temporarily if President away or incapacitated.	Monthly Accounts; all finances & state & federal filings, 2 Cent Grant and Urgent Needs Applications & votes requests/notifications of awards and vote tallies to Board, donor thank you letters, hiring of consultants, works with Fundraising Chair on grants and President on budget.	Meeting Minutes Corporate Record and all Pennies records including board meetings, & sends out notice of meetings and agendas, reserve meeting space, annual meeting public notices.	All fundraisers for both operating and 2 Cent Grant Fund as well as extra mile offerings, Zazzle Store, Good Search, grant writing (with Treasurer) etc. WNO & Haley's with 2 Cent Chair.	Speeches and presentations, community outreach & networking. Helping other towns start Pennies programs. Port Media Slides and Event Taping Jay & Paula	Press releases, Facebook, newsletters, vistaprint, website updates, annual review of PR material with ED

Committee Positions that do not have to be on the Board but the numbered positions can be on the Board if they want. If not on the Board, would report to a Board member.

8. Julia 2cents@2cents4change.com 2 Cents Service Directory Board Member	9. Laurie 2can@2cents4change.com 2 Cans Common Cents Garden Board Member	10. Julie 2hour@2cents4change.com 2 Hours Volunteer Coordination Board Member	11. Laurie together@2cents4change.com Together <i>Board pairs up one event each</i>	2011 Advisory Board Contact Information
Fundraising for the 2 Cent Grant, including WNO, Haley's (with Fundraising Chair), 2 Cent Stores and Businesses, increasing individual 2 Cent donations, 2 Cent Grant awareness. Will also be responsible for updating and copying the Service Directory.	Food drives, increasing food donation locations, working with food pantries & soup kitchens, increase awareness and locations of Common Cents Gardens, Community Needs vote.	Volunteer needs data base and increasing awareness of volunteer opportunities, working with area agencies/Community Collaborative. Maintaining a database of Pennies volunteers, volunteer coordination for Pennies events, volunteer appreciation.	.2011 Laurie will coordinate Together events until a Board member is found. Planning free events throughout the year.	Catherine Gould: catherine_gould@hotmail.com Bob Gould: robert.gould@comcast.net Gail Gandolfi: flukesandfinds@comcast.net Dudley Glover: dgplumisle@aol.com OTHER CONTACTS: Tania Hamboyan Harrison, Webmistress, tatiana@linebylinewebdesign.com
		Laurie Teen Committee Increasing student participation with Pennies		Yellow = Most needed Green = 2 nd search

2011 Pennies Board Goals

President - Eleanor Turke

Personal Goals:

1. Full Board of 11.
2. Improve the Board's knowledge base of nonprofit issues & poverty knowledge for a well run, 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.
 - Marketing Plan in place.

ED Marketing & Communications - Glenn Myers

Personal 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.
3. Recruit additional Board Members - ALL

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.

Clerk - Laurie Ingersoll

Personal 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:

Clerk Book up to date

Treasurer - (?)

Personal 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. Keep up to date with accounting, paying 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.

Fundraising - Eleanor Turke

Personal Goals:

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

Strategies:

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

Measurements:

1. Operating Account has sufficient funding
2. 2 Cent Grant fund increased.
3. The Pennies 2 Cent Grant Account grows to meet the needs of those requesting funding.

“When the story of these times gets written, we want it to say that we did all we could, and it was more than anyone could have imagined.” ~ Bono ~

<p style="text-align: center;">Awareness - Fran Larson</p> <p>Personal Goals:</p> <ul style="list-style-type: none"> • 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 <p>Strategies:</p> <ol style="list-style-type: none"> 1. Ongoing networking with other organizations. 2. Ongoing COC networking 3. Meet and greet! <p>Measurements:</p> <ol style="list-style-type: none"> 1. Met with 6 organizations/churches 1. Increase participation of other organizations with Pennies. 2. Increase in stats - newsletter sign ups, emails etc. 	<p style="text-align: center;">Publicity Chair - Eleanor Turke</p> <p>Personal Goals:</p> <ol style="list-style-type: none"> 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 <p>Strategies:</p> <ol style="list-style-type: none"> 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. <p>Metrics:</p> <ol style="list-style-type: none"> 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.
<p style="text-align: center;">2 Hour - Julie Parker Amery</p> <p>Personal Goals:</p> <ol style="list-style-type: none"> 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 <p>Strategies:</p> <ol style="list-style-type: none"> 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>Measurements:</p> <ol style="list-style-type: none"> 1. Directory and database will include 40+ organizations 2. Informal poll to NPOs -indicate increase in volunteerism 	<p style="text-align: center;">2 Cent - Julia Collins-Lindner</p> <p>Personal Goals:</p> <ul style="list-style-type: none"> • Continue Canvassing of stores and continue work that has been done. • Get restaurants involved in 2 Cans. • Recruit volunteers/get the word out about Pennies • Increase donations to the 2 Cent Grant Fund • Recruit additional Board Members - ALL <p>Strategies:</p> <ol style="list-style-type: none"> 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>Measurements:</p> <ol style="list-style-type: none"> 1. Increase in 2 Cent Stores 2. Increase in 2 Cent donations 3. Increase in WNO & Haley's participation.
<p style="text-align: center;">2 Can - Laurie Ingersoll</p> <p>Personal Goals:</p> <ol style="list-style-type: none"> 1. To increase food/money donations 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>Strategies:</p> <ol style="list-style-type: none"> 1. Find partner to do regular food drives i.e. school or business 2. 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>Measurements:</p> <ol style="list-style-type: none"> 1. Rank success by comparison to previous drives 2. Get more exposure for the program, sign up more people. 3. Complete the Student Committee and increase participation 	<p style="text-align: center;">Together (?)</p> <p>Goals:</p> <ol style="list-style-type: none"> 1. 2-4 Together Events 2. Recruit additional Board Members - ALL <p>Strategies:</p> <ol style="list-style-type: none"> 1. Board members team up to do programs. <p>Metrics:</p> <ol style="list-style-type: none"> 1. 2-4 Together events done and well attended.
<p>New Board Members Needed</p>	<p>Treasurer, Publicity, Together, Clerk</p>



Pennies for Poverty: 2 Cents 4 Change, Inc.

January 1, 2011

I, the undersigned, as a (volunteer, Board member and corporate officer) of Pennies for Poverty: 2 Cents 4 Change, Inc. , hereafter referred to as “Pennies”, hereby acknowledge and promise that all Pennies material, whether developed by me for Pennies or by another person, belongs to Pennies and will, at the time of my resignation from the Board, be immediately returned to Pennies’ current President and Board Chair.

Material, for the purposes of this document may include but is not limited to website, Pennies email accounts and passwords, documents, logos, contacts and contact information, presentation material, research, reference, electronic hardware and software, corporate records including but not limited to Treasurer’s reports, Clerk’s record book, corporate seal, any and all publicity items. The material may be any given to me by the Board or developed or contained within the Pennies files, or programs or process whether or not contained within my personal computer or electronic files or located within my personal property.

Name:

Board Position/Volunteer:

Items Received:

Start Date:

Signed:

PENNIES FOR POVERTY: 2 CENTS 4 CHANGE, INC

2cents4change@gmail.com

WWW.2CENTS4CHANGE.COM

282 High St. Newburyport, Ma 01950

978-358-7484

Making Change with Change!



Pennies for Poverty: 2 Cents 4 Change

Name:

Committee:

Monthly Report Date:

Please return to all Board members by the 5th of every month.

What do you have left to accomplish in 2011:

•

This month's accomplishments:

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.

•

Next month Estimated Expenses:

Need help with:

Number of personnel needed:

Time estimates:

Specific duties needed:

Ideas and suggestions for consideration:

Board Application E-Vote Form

Date:

Board vote due back by:

Name of Board Member Requesting Vote:

Board Vote Request: To accept **** as a member of the Board of Directors of Pennies for a 2 year term:

	Vote
Glen:	
Laurie:	
Eleanor:	
Fran:	
Julie:	
Julia:	
TOTAL	Yes No

Any Board member may call for a meeting for discussion and re-voting on an electronic vote request. Request for a meeting ends the e-voting and makes the votes null and void. The meeting will occur as soon as a quorum is available to meet. Any Board member may call a meeting to discuss an electronic vote.

*Please note that unlike Board votes at a meeting, electronic votes **are not final nor is there a majority vote until the day the voting ends**. This policy is so that up until the voting deadline: 1. Everyone has the opportunity and incentive to vote - otherwise why bother once there's a majority and 2. Up until the deadline, a Board member can call for a meeting which makes all the e-votes null.*

NEEDS MORE DISCUSSION AND AM REQUESTING A MEETING: _____

COMMENTS:



**Pennies for Poverty:
2 Cents 4 Change, INC.
2 CENT GRANT TALLY
Board Vote**

Please email your vote as soon as possible.

BOARD VOTE					
Date Grant Received:		Date of Board Decision:			
Board Member Name:					
Available 2 Cent Grant Funds: \$					
Grant Request By:					
Grant Approved: Yes__NO__					
Grant Amount Approved For: \$					
Conditions:					
Grant Review					
	Vote	Total Score	Condition s as stated		
Glen:					
Laurie:					
Eleanor:					
Julie:					
Fran:					
Julia:					
TOTAL	Yes No Abstain				

Any Board member may call for a meeting for discussion and re-voting on an electronic vote request. Request for a meeting ends the e-voting and makes the votes null and void. The meeting will occur as soon as a quorum is available to meet. Any Board member may call a meeting to discuss an electronic vote.

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NEEDS MORE DISCUSSION AND AM REQUESTING A MEETING: _____

COMMENTS:



**PENNIES FOR POVERTY:
2 CENTS 4 CHANGE, INC.
2 CENT GRANT REVIEW**



INSTRUCTIONS: Please score the grant application with ONE being the lowest score and FIVE being the highest. Additional comments or items to consider, please write in the space provided or on the back of form.

PENNIES BOARD VOTE

Board Members' Name:

Date Grant Received:

Discussion and vote:

Board Member Name:

Available 2 Cent Grant Funds: \$

Grant Request By:

Grant Approved: Yes___NO___

Grant Amount Approved For: \$

Conditions:

Recommendations:

Grant Review

			Possible Score	TOTAL
Overall meets requirements:	1 2 3 4 5	x1	5	
Complete Application:	1 2 3 4 5	x1	5	
New Initiative or urgent current need:	1 2 3 4 5	x5	25	
Creativity or importance of Initiative:	1 2 3 4 5	x5	25	
Low administrative costs:	1 2 3 4 5	x5	25	
Number of people helped:	1 2 3 4 5	x5	25	
Plan to monitor success:	1 2 3 4 5	x1	5	
Cost of new initiative:	1 2 3 4 5	x1	5	
Time frame of initiative:	1 2 3 4 5	x1	5	
TOTAL			125	

Additional Comments:



PENNIES FOR POVERTY: 2 CENTS 4 CHANGE

Review of Board and Pennies for Poverty

Name:

If you need additional space for comments, please use a separate page.

1. Our mission/vision/purpose statement clearly communicates what we want to achieve Yes No
2. We have a strategic plan that guides our Board and volunteers. Yes No
3. Our board and committee meetings are well-attended Yes No
4. Most Board members attend our special events Yes No
5. Our financial monitoring and control systems enable us to quickly identify errors. Yes No
6. Our financial expenditures are in line with our objectives and priorities. Yes No
7. The quality and quantity of our programs and activities is consistent with our resources. Yes No
8. Our members, donors, and founders are kept aware of our major decisions and financial condition.
Yes No
9. Our Board members and officers are carefully recruited and selected. Yes No
10. The organization provides adequate orientation, training, and evaluation for Board members, and volunteers. Yes No
11. The Board has adequate measures to prevent conflicts of interest. Yes No
12. We have reason to be optimistic about our ability to deal with whatever the future brings in the next 3 years. Yes No
13. I am proud to be a Director of this organization. Yes No
14. Please attach a year end summary Board report of your activities as well as any concerns, program reviews, what you like to see in 2011, where we need to improve etc. as well as any additional items you would like on the annual meeting board agenda (see draft agenda).
15. **Please return by XXX and attach a year end summary Board report of your activities for 2011 and include:**
 - ⇒ **Your 2011 accomplishments based on the 2011 Vision Goals.**
 - ⇒ **Any concerns, program reviews, where we need to improve.**
 - ⇒ **What you would like to see Pennies accomplish in 2012**
 - ⇒ **Any agenda items for the Jan. annual meeting.**

**Please return your reports to ALL Board members by X.
The final agenda and updated summary will be emailed out by X for the
Annual Board Meeting on XXX at XXX.**

PENNIES FOR POVERTY: TWO CENTS FOR CHANGE, INC.

2cents4change@gmail.com

WWW.2CENTS4CHANGE.COM

282 High St. Newburyport, Ma 01950

Making Change with Change!

PRESIDENT How To

President Email: 2cents4change@gmail.com

Password: xxx

Pennies website querie email (forwarded to above gmail automatically but monthly review to make sure that emails received - file emails): 2c4c@2cents4change.com **Password:** xxx

Chamber of Commerce login: 14062

Password: xxx

Position: Responsible for planning and coordination of daily running of the program; monitoring that the program is in synch with staying within our mission and accomplishing our mission; develop short-term and long-term goals; ensure that the organization is within budget; updating Director's Handbook; annual survey of public and agencies; annual Poverty Report. The VP is second in command and covers your duties if you are away or unavailable.

- **Email & Correspondence:** Reviewed and answered daily - generally 5-10 emails. Many emails will need to be forwarded on to other Board members to respond. Add all new email/contacts to the contacts list and put into ONE group with notes as to additional info that may be important for future Presidents. All emails other than junk are kept and filed. IMPORTANT: Check "spam" folder weekly as queries through the website frequently end up in the spam folder.. And keep the Board up to date on anything that they need to know through monthly board reports.
- **Board:** Setting the Board agenda; running the Board meetings; reviewing all programs and projects to ensure that they meet Pennies requirements and by-laws. Maintain list of all passwords. The Board meets every other month.
- **Board Reports and agendas:** emailing agenda to Board members 7 days prior to Board meetings; reminding the Board to file their monthly Board reports due on the 5th of each month with board agenda items due 10 days before board meetings; reviewing that the board reports. The agenda is the board vision goals plus any agenda items.
- **Board E-Votes:** Grant votes are sent and tallied by the Treasurer. All other e-votes are sent out and tallied by the President. Any board member can request a vote or a board meeting. These are all 7 day votes.
- **Board Applications:** Review all Board applications to make sure they are complete and send on to the Board for vote; tallying the voting results (7 day vote); informing the Board and applicant of the vote.
- **Board Orientation:** Responsible for meeting with each new Board member and reviewing all of the Pennies programs, the beliefs and purpose behind the programs. Putting together a package for each new Board member including: Pennies bag, (t-shirt, hat -ordered through vistaprint), Pennies notebook, PR cards, business cards, bumper stickers, jar sticker, window decal and Directors Packet (black folder with Vision Goal Sheet by person, current Summary of Accomplishments, current Board members and structures sheet, calendar, by-laws, all PR, orientation book).
- **New Board Members:** Send new board contact list to entire Board; for a while monitor the everyone on the board is using the new list and that everyone is receiving all board emails; add names to vote forms, tally sheets - remind treasurer to add as well.
- **Short and Long Term Goals:** At the November meeting, each Board member should file their next year's goals, measurements and strategic success factors as well as their long-term 5 year goal for their position. October, the Board will need to be reminded to send in their goals. The President prior to the annual Board meeting reviews and then sets the short and long-term goals. The goals are compiled by person and printed on a piece of heavy card stock and handed out at the annual meeting. This document is what is reviewed at each meeting and as goals are accomplished, the goal is listed on the annual Summary of Accomplishments document.
- **Budget Review:** The President monthly reviews how much has been spent and on what. The goal is to spend as little as possible on overhead. If the operating fund is getting low (below \$1,000) let the fundraising chair know and add to the next board agenda. The President also reviews how much is in the 2 Cent Grant Fund as to whether there will be enough for grants to be applied for.. The President or publicity chair also orders the vistaprint material.
- **Board of Director's Handbook:** All policy decisions are added to the Handbook when they are voted on and the Handbook is reviewed and updated annually by the VP.
- **Summary of Accomplishments:** Updated monthly and updated online quarterly.
- **Website Calendar:** Add all Pennies events to the gmail calendar (automatically updates the website calendar) and on the Chamber website.
- **Other meetings and networking:** Meeting with members of the committee as requested who want more information about Pennies as well as general networking within the community. Fran also does a lot of the meetings and networking and if you don't have time, Fran is usually able to cover.
- **Presentations:** Requests for speeches and presentations are referred on to Fran Larkin, Chair of Awareness.

- **Annual surveys** Annual Surveys of Pennies Supporters and agencies on Survey Monkey (2cents4change and password *****) are sent out in Jan and results reviewed at the March Board meeting or earlier by email. This could be moved to the VP position. The results from the agency survey are used for the poverty report. Annual Survey of the Pennies Board is sent out in November to be returned Dec. 5 and results reviewed at the annual meeting in Jan. This is optional but does provide useful information.
- **Poverty reports:** Work with the VP to update the Poverty Reports in Feb which is somewhat based on the agency survey in Jan. This is optional but is important for poverty awareness.

Schedule of Annual Tasks

MONTHLY:

- Send reminders for Board reports.
- Monitor all programs to make sure they are on track.
- Monitor budget.
- Update Summary of Accomplishments
- Update Board Handbook with any policy votes.

JAN:

- Send 2 annual surveys - one for agencies and one for pennies supporters - results in March - optional
- 2009 Annual Board Meeting and annual reports; Review annual goals; Review annual budget
- Make sure there's enough PR material for summer events - send request to Publicity Chair.
- Remind Eleanor to reserve Library display case for August.

FEB:

- Send survey results to VP
- If Board members needed, request press release from Publicity Chair.

MAR:

- Board Meeting
- Food Drive
- Remind Fran to email Shari to reserve a Farmer's Market Table sometime during summer..

APR:

- Review Board positions and duties.
- Check with Treasurer - \$ for 2 Cent Grants? Send press release request to publicity.
- Make sure there's enough PR material for summer events - send request to Publicity Chair.

MAY:

- May Board meeting.

JUN:

- If Board members needed, request press release from Publicity Chair.

JUL:

- July Board meeting - 6 month review of goals by board member and overall.

AUG:

- Request all Board members to update their positions "how to" sheet.

SEP:

- Board Meeting
- Check with Treasurer - \$ for 2 Cent Grants? Send press release request to publicity.
- Food Drive

OCT:

- Remind Board to send in Goals with Nov. Board reports
- If Board members needed, request press release from Publicity Chair.

NOV:

- Board Meeting

DEC:

- Agenda for annual meeting
- Put together next years Goal sheets
- Remind clerk to send out annual meeting notice and reserve space at the Library for the annual meeting.

ED MARKETING & COMMUNICATIONS How TO

New position - will submit later.

TREASURER How To

CLERK How To

PUBLICITY CHAIR How To

Publicity: Responsible for putting together all publicity; and informing the public and working with the newspapers. Annual website review and monthly updates; monthly e-news/newsletter; facebook and other online publicity; annual updating all PR material, vistaprint.

Press release requests - Board will send information to publicity chair who will send to area papers, add to newsletter, post on facebook as well as send a Mailchimp news blast which will be put on the website automatically.

Online Calendars: Send request for calendar updating for all events to President to update online calendar and Chamber of Commerce calendar.

Vistaprint PR requests: Vistaprint: 2cents4change Password: X Board will send requests to publicity chair. Most requests will come from Together or Fundraising. Together presentations need only postcards - one side Pennies and one side presentation info/description. Together events may need banners as well. Fundraising may need banners and postcards. *Always check with Treasurer about available funds!*

Press Releases: Send to President for review before sending out.

Mailchimp: 2cents4change Password XXX

Add stats to Board reports

Newsletter goes out by the first of the month. Additional newsletters if needed for PR. The newsletter is posted on facebook. After the newsletter sent out click on "social share" and facebook. Photo's and logos will be either emailed or put on a CD.

I've put together the start of the rest of the newsletters for the year along with who to contact regarding the event/topic. If other things come up or an event doesn't happen feel free to change!

Ask President to add all events to the Pennies calendar and possibly the Chamber calendar.

Facebook: 2cents4change@gmail.com Password: XXX

Add stats to Board reports

Website: "Harrison, Tania" <taniaharrison@gmail.com> is our webmistress. She will automatically add the newsletters to the website (she's on the mailchimp list). If there is something that should go on the home page or other news item, let her know what and where. For example, new board members are added to the list of Board members and the press release is also added to the home page. At least once a year the website should be reviewed and updated. 2 Cent Stores and businesses are added to the website ASAP.

Add stats (<https://www.google.com/analytics/settings/home>) to Board reports - must be signed in to the Pennies gmail account. Check to see if President is online.

Vistaprint: 2cents4change Password: XXX. The PR that has been made up is under our portfolio. Together events - see the together PR that was used for Secrets of Success or Enchanted Newbury: one side for Pennies PR and one side for presentation PR. I only order vistaprint when there is free shipping or free shipping over \$50 to save money. Always get as many free items as you can - in particular: t-shirts, hats, bags, and the basic PR - rack cards, large postcards and the small postcards. Watch for free or ½ off banners as banners are expensive. Check with Robin P. about the budget for vistaprint in 2011. Add stats to Board reports

Some standard PR

Seeking Board Members

We are currently seeking 3 new Board Members to fill open positions and positions due to be vacated as of 2011. The positions are President, Executive Director and Together Chair. If you are interested in another Board position, please apply and state which position. We have a total of 11 Board positions: President, Executive Director, Treasurer, Clerk, 2

Cent Chair, 2 Can Chair, 2 Hour Chair, Together Chair, Awareness, Fundraising and Publicity. For descriptions please see the Board Handbook on our website under downloads.

About the Board

Pennies is a working Board and is responsible for all aspects and implementation of our programs. The work we do helps to raise awareness of poverty in Newburyport and raise monies to address urgent needs and long term projects which can help to raise people out of poverty. As a Board member, the time required is 4-10 hours a month, not including events and Board meetings. All Board members volunteer their time, and there is no compensation but the emotional rewards are many. For more information, please contact us. Board Application and Board Handbook are on our website under downloads.

What we're asking Newburyporters over age 15 to do:

Give 2 Cents per day:

Annual amount: \$7.30

Everyone combined: \$109,000!

Give 2 Cans per month:

Annual: 24 non-perishable food items

Everyone combined: 359,000 food items!

Give 2 Hours per month:

Annual: 24 hours

Everyone combined: 359,000 hours minimum wage value: \$2,872,000

And attend free community events!

Cost to you:

\$31.30 year (\$2.60 month) & 24 hours of time.

Economic value to those in need:

2 Cent Grant Fund \$102,000

Food pantries \$336,000 of food!

Volunteer time: 336,000 hours or \$2,872,000

Total Potential Value of Two Cent Campaign: \$3,310,000!

FUNDRAISING How TO

Position Email: fundraising@2cents4change.com **Password:**

Position: Fundraising for both Pennies Operating and the 2 Cent Grant including webstore, grants (under Treasurer). Other fundraising such as Haley's Ride Ins, Witches Night Out, requesting Extra Mile Offerings from area churches and other events to raise funds to meet our operating expenses is the responsibility of the Fundraising Chair.

- **Specific Duties Summary and how to:**
- **Grants**
- **Church Extra Mile Offerings** Send a letter to the area religious organizations asking if they would do an extra mile offering to help fund operating expenses.
- **Haley's:** see Haley's Ride In doc.
- **WNO:**
 - August check in with 2 Cents Chair and Gail Gandolfi (Flukes and Finds and Friends)
 - September: email reminder to Board to attend WNO; store canvassing and check with publicity chair about PR for WNO (first e-blast 10/1, PR in Oct. newsletter and e-blast week of event/posted on facebook/website updated with WNO info).
 - Post event - send thank you to Gail and ladies of Flukes & Finds & Friends, Peter Reilly at Partridge in a Bear Tree, Rebecca Pearson at Valentine's and Ann Ormand at the Chamber of Commerce.

Other Information next Board member will need to fulfill this position:

AWARENESS How To

2 CENTS CHAIR How To

Position Email: 2cents@2cents4change.com **Password:** xxx

Position: Responsible for signing up local businesses, schools and home participation and will annually canvass all the stores chamber and non chamber. Will canvass stores for WNO participation and other WNO tasks as needed. The Committee will be responsible for developing and maintaining a list of businesses and groups who have 2 cent jars. The Committee will be responsible for picking up donations if asked. Most stores bring the funds directly to the Bank. Jabberwocky, Eureka, Book Rack like to have it picked up.

Other: Suggested that the Committee divide the Newburyport into 6 areas: Industrial Park, Schools, North End, Tannery, 2 Downtown. Restaurants and other places where the employees depend on tips, we do not put out jars but ask the business to have a 2 cent item (2 cents donated for every x sold on the menu for example). Notify the publicity chair of any new or cancelled 2 cent stores so the website can be updated. Benefit to the stores for being a 2 cent store? We list them on our website - free publicity as our thank you.

2 CAN CHAIR How To

2 HOURS CHAIR How To

Position Email: 2hour@2cents4change.com **Password:** xxx

Position: Duties summarized.

- **Specific Duties Summary and how to:** Update Volunteer Directory annually. Send an email to all NPO contacts with a copy of the current directory and ask for updates. NPO contacts are in an Excel file, "NPO Contacts". Directory is a Word document: "Volunteer Directory". Also send contacts a copy of the contact database to confirm that contact information is still correct.
- **Specific Duties Summary and how to:** Include contacts and passwords if needed

Other Information next Board member will need to fulfill this position:

VOLUNTEER COORDINATOR How To

Position Email: volunteer@2cents4change.com **Password:** pennies2c

Position: Maintain an accurate database of volunteer contacts. Currently all active volunteers are in the address book of the email account listed above.

- **Specific Duties Summary and how to:** When volunteers are needed to assist with a Pennies event (Food Drive, table event, etc.) an email is sent to all contacts in the database with a request for volunteers. The name of the event, date, times when volunteers are needed, location, what duties the volunteers will perform, etc should be included. Interested volunteers should contact you and you will follow up with a confirmation email.
- **Specific Duties Summary and how to:** After an event in which volunteers are utilized, be sure and send a thank-you note or email to each volunteer.

Other Information next Board member will need to fulfill this position: It is our policy to allow minors to volunteer (under 16) only when an adult can volunteer with them.

TOGETHER CHAIR How To

Together Chair Email: together@2c4c.com **Password:** xxx

Together Chair: Responsible for planning free events throughout the year; seeking donations and free services for the events; events including but not limited to such things as monthly movies, concerts, presentations, UnBirthday Bash, Pennies from Heaven Ball; monthly reporting to the Board.

Past Together Events:

- **Take Two Monthly Movies:** Belleville Congregational Church and the Unitarian Church both have projectors that we

have been allowed to use. The Library also has a projector. Movie License is about \$300 per year for a church. Belleville co-hosted the movies and paid for the projector and gave us use of the building and we paid for the movie license. Had anywhere from 4-15 people attending. Would recommend in the future doing at the Library - perhaps poverty documentary with discussion - to avoid cost of movie license.

- **Take Time - Simply Music:** Did 8 weeks of noon music at Belleville. Was not well attended at all. Don't recommend doing again
- **TOGETHER presentations:** 1. Dudley Glover on walking the Camino de Santiago; 2. "Oddities of the Past" by Dick Cunningham and Ralph Ayers; 3. Boston Community Choir - cost \$600 plus reception \$50 and PR of \$30 (broke even); 4. "Secrets of Success" by Fran Larkin; "Enchanted Newbury" by Wendy West. Other than the Boston Community Choir, these presentations cost approximately \$20 for PR.

Suggested Future Events:

- **Pennies Ball:** Valentine's Dance possible free DJ, at Belleville or Atria, free will offering.
- **Movies:** Would recommend poverty documentaries as a together event as well as raising awareness. Cathie and Bob have seen a huge number of documentaries and could make recommendations.
- **Presentations:** "Stump the Historian" - panel of local historians to answer historical questions (Wendy West, Ghlee Woodworth, Ralph Ayers, Dick Cunningham, Carl Panault); Carl Panault presentation on wrecks and widows or the real history of Newburyport, Dudley Glover on Walking the Erie Canal <http://trekkingalong.org/> or Camino de Santiago www.roadtosantiago.org/, Dick Chase presentation on History of Arrowhead Farm, Politics of Poverty - presentation by Tierney and republican panel discussion, Baseball and Poverty; Civilian Conservation Corps presentation & presentation by John Lagoulis who served on the CCC, panel of long distance hiking experts with presentations - a hiking how to..
- **Other events:** Disaster Preparedness Seminar = Red Cross and Emergency Management; Series of 3-6 Financial Seminars over the year: Budgeting, Investing, Money Management for Teens, Get out of debt etc.; Computer Basics Seminar; monthly board or card game night; picnic and softball game

UN Days to possibly tie in with events:

Jan 1 International Global Family Day

Feb 20 International Day of Social Justice

Mar 21 International Day for the Elimination of Racial Discrimination

Apr 7 World Health Day

May 15 International Day of Families

Jun 1 International Children's Day

Jun 5 World Environment Day

Jun 23 UN Public Service Day

Aug International Youth Day

Sep 21 International Peace Day

Oct. 1 International World Habitat Day

Oct. 17 International Day for the Eradication of Poverty

Nov. 16 International Day of Tolerance

Dec 10 Human Rights Day

PR for Together events:

- **Press release** - send information to publicity chair who will send to area papers, add to newsletter, post on facebook and our website as well as send a Mailchimp news blast.
- **Online calendars** - website calendar and Chamber of Commerce
- **A request for vistaprint postcards for Together events:** send to publicity chair.