



# How To Start a Pennies-type Program

# PENNIES FOR POVERTY: 2 CENTS 4 CHANGE, INC.

Pennies for Poverty: 2 Cents 4 Change is a nonprofit that is specifically set-up to help alleviate poverty in Newburyport, MA. The Pennies for Poverty: 2 Cents 4 Change program is set up so it can be done anywhere. If you would like to set up a Pennies type program in your town, please email us for permission to use our logo and PR material to be adapted to your town.

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## OVERVIEW

### **Pennies for Poverty: 2 Cents 4 Change, Inc.**

Pennies for Poverty: 2 Cents 4 Change, Inc. is a nonprofit whose mission is fundraising, promoting volunteerism, and raising awareness about poverty in Newburyport, MA. 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.

**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.

*UN Declaration of Human Rights, Article 25: “Everyone has the right to a standard of living adequate or the health and well-being of himself and his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.”*

**MISSION:** Raise awareness of poverty; increase donations to food pantries and soup kitchens; increase volunteerism; raise funds for the 2 Cent Grant Fund; and encourage attendance at free events to increase community spirit.

### **GOALS:**

1. To increase the community’s awareness and understanding of poverty.
2. To increase awareness and understanding of Pennies and our programs in the community.

3. To double the donations from the previous year to the 2 Cent Grant Fund and grant out all the funds each year to worthy programs or projects that lift people out of poverty.
4. To be open to new ideas and new initiatives that lift people out of poverty and that Pennies will be conscious that we not initiate programs or events that could reduce funding or volunteering for the agencies who directly serve those in need.

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

**What we ask everyone to do:** Donate 2 cents a day or \$7.30 a year; donate 2 items to the local food pantries monthly; volunteer 2 hours a month in any capacity; attend any free event; and donate \$10 to our operating budget. Small, doable individual contributions create combined significant resources that used efficiently and with purpose can make significant differences. The combined potential value of 2 cents, 2 cans, 2 hours is over 3 million dollars annually IF everyone in Newburyport, population 17,000, contributes.

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

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

For more information about poverty, please see the Poverty topic sheets on our website under downloads.

*"The difference between what we do and what we are capable of doing would suffice to solve most of the world's problems."*

~ Mahatma Gandhi ~

## PROGRAMS

**2 Cents per day: "Have you given your 2 Cents today?"** We have been asked, why 2 cents? There are several reasons: First, it's a play on words - give your 2 cents worth. Second, it's a dollar amount that is feasible for everyone in town. Who can't afford \$7.30 a year? And part of our program is that we want everyone in town engaged and participating so we want it to be affordable to everyone from children, to the elderly on fixed incomes. And it's an amount that should not reduce donations to other charities who do direct service.

**2 Cent Individual Donations:** We ask that everyone donate 2 Cents a day or \$7.30 a year to the 2 Cent Grant Fund. Individuals save their change and bring their donations directly to one of the banks that have agreed to have 2 Cent Grant accounts. The donor simply tells the teller that the money is for the 2 Cent Grant. They can also write a check. The total if everyone in your town donated 2 cents a day would be over \$X. *To calculate, multiply the number of residents over the age of 16 by \$7.30.*

**2 Cent Stores:** Place a 2 cent jar (any container with the 2 Cent logo on it (Pennies does not provide containers) on their counter; can select an item to be the 2 cent item in the store and donate 2 cents for every purchase of the item; donate a service or item that Pennies needs.

For business that have employees who depend on tips, we do not ask that a 2 cent jar be placed on the counter as we don't want to reduce income for the employees. What we do ask of these businesses is to have a 2 Cent item. For example, a restaurant picks one item on the menu and for every purchase, donates 2 cents.

**2 Cent Grants:** 100% of the 2 Cent Grant fund is given out in grants to either a). Service Agency urgent needs which are under funded or b). Service Agencies or individuals with new ideas to lift people out of poverty. The grants may not be used to fund salaries or overhead expenses. Two grant applications are available online.

**Annual Witches Night Out:** A reverse trick or treat fund raiser - everyone brings 2 cents for the 2 Cent Grant Fund and 2 Cans for the food pantries.

**2 Cans: "Yes, we CAN can!"** A program to increase food pantry and soup kitchen needs and to increase donations. We ask that everyone donate 2 cans per month to any food pantry or soup kitchen. In addition, Pennies runs 2 food drives, spring and fall, with the donated food equally split between area agencies. Any monetary donations are split between the 2 Cent Grant Fund and Community Needs Grant.

**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 25<sup>th</sup> 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.

**Common CENTS Garden:** Pennies role is promoting the idea of the Common Cents Garden as self-run, separate gardens that donate produce to the local soup kitchens or food pantries and to help locate volunteers for the gardens.

**2 Hours per Month:** A program to increase volunteerism by asking everyone to volunteer 2 hours a month in any capacity. A data base of volunteer needs is maintained and quarterly newsletter of volunteer opportunities is done. Pennies volunteer needs as well as the Teen Committee are the responsibility of the 2 Hour Committee.

**Together Free or Free Will Offering Events:** The Together Program's purpose is to bring people from all walks together regardless of economic status in order to strengthen community and cultural heritage. A stronger community and strong sense of cultural heritage increases the "happiness" factor in a community. People from all walks of life coming together will offer opportunities to meet people, make connections with potential opportunities for friendship and mentoring. Free events also give added opportunities to socialize with segments of society that may not be able to attend otherwise.

#### **Other Programs:**

**Other Pennies type programs:** We have set up our program so that it can be done anywhere in the world.

**Spotlight on Port Media:** Most cable stations have public announcement slides that are shown throughout their programming. "Nonprofit Spotlights" increases public awareness of available services and programs as well as providing added visibility for local non-profits that may be looking for people/organizations for extra help to bridge the gap during budget short-falls. If your local cable station doesn't have such a program, ask if they will start one up.

*“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 ~*

## **Innovative Structure and Programs of Pennies**

**100% run by volunteers:** We believe in the power of volunteers and that reducing the costs of overhead and salaries, provides more funds that directly help those in need. The program is set up to be run by a volunteer Board of Directors that puts in 4-10 hours per month with additional time for food drives or events. It is the combined effort of the Board and the volunteers that makes it possible not to have a full time staff.

**Collaborative effort:** The power of collaborative effort is the driving force behind our program. The individual, small donations of just 2 Cents, 2 Hours, 2 Cans combined with the power of volunteerism done together as a community has the potential of funding and creating significant change.

**Structured so as not to interfere with donations or volunteering for other NPOs.** We do not want to interfere in any way with the donations or volunteer needs of the agencies that provide direct service to those in need. Therefore, we only ask for 2 cents a day (60 cents a month or \$7.30 a year); we do not do any fundraising during the months of November and December; we do not schedule food drives that conflict with other organizations; we have minimal volunteer needs primarily for the food drives and events which are sporadic during the year.

**Limited Board meetings:** The program is set up to need minimal Board meetings so that our Board of Directors is spending time creating and getting the program done rather than in meetings. The Board of Directors keeps in contact via email with email voting for most Board decisions and through monthly reporting of what they have accomplished and what they will be doing in the upcoming months. Currently the Board meets every other month.

**Innovation:** We seek innovative and creative solutions to problems and encourage new ideas and programs. We are set up to embrace and act upon new initiatives from the Board or from the community.

**Founders Syndrome:** Founders are encouraged to leave within a relatively short period of time (2 years) so as to avoid founders syndrome and to encourage new ideas and innovation. We also work hard not to have the program about any one individual. It is not about us or gaining personal glory but about getting the job done and helping to end poverty.

**Low annual expenses:** Our annual operating budget is \$2,000 and is funded separately from the 2 Cent Grant Fund. This forces us not only to be frugal but to challenge ourselves to seek creative and innovative solutions to our operating needs.

**Stockpiling Funds:** Most NPOs have a significant “safety” net of funds stashed for a rainy day. Pennies is not allowed to have more than 2 years worth of operating funds at any time. Our policy is that 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.

**2 Cent Grant Fund:** 100% of donations to this fund is either given out to: a). service agencies to fund urgent needs or to b). individuals or agencies to fund new, innovative ideas to lift people out of poverty. The grant monies also can not be used to cover salaries or overhead so more money goes directly to help those in need. We also hold the grant recipients accountable by requiring 6 and 12 month reports on how the money was spent.

**Donors bring money directly to the bank:** We set up the 2 Cent Grant Fund so that people can donate the money anonymously. Their 2 Cents are brought directly to the 2 Cent Banks and simply ask that the money be deposited in the 2 Cent Grant Fund - sort of a secret Santa approach

to giving. Of course, if individuals want to be recognized for their donation, they can ask the teller to make note of their name on the receipt or send a check.

**No thank you notes for donations:** By bringing the money directly to the bank, the donor doesn't receive a thank you note unless requested. People normally expect to be thanked and recognized for donations and this teaches people to give freely without being recognized - a true gift without kudos or thanks to the donor.

**Service Agencies and Pennies:** We are a support system for all the service agencies that help Newburyporters in need. We offer links and listings on our website; promote their services through our Service Directory; promote their volunteer needs; help brain storm for low-cost solutions to problems; raise awareness of poverty issues and needs for solutions within the community; and we are available to all the agencies equally, without preference.

**Individual Aide:** Pennies does not provide any direct services to individuals in need - we leave that to the experts.

### **It take courage to face poverty!**

The face of poverty is changing. The image of poor used to be the homeless, the beggar. We thought of the poor as homeless, mentally retarded or mentally ill people who couldn't keep a job; people who had issues - certainly not people like you and me! But today we need to change our image of who is poor. It is no longer the mentally ill, the war veteran, the bum on the streets. It is all of us who are potentially the new poor. It is the middle class that has sunk to poverty levels and who isn't making ends meet. It is the middle class family that lost a job; it is the mother and children of divorce; it is the couple who develops health problems; it is all of us who are feeling the crunch of high gas bills and high food costs. We are all the new faces of poverty. And we are not alone - there are at least 37 million poor in America. It takes courage, resourcefulness and staying power to get out of poverty. It means never giving up and it isn't easy. But ending poverty for everyone is a possibility and it is that possibility that sparked the idea for Pennies for Poverty: 2 Cents 4 Change.

### **What is Poverty?**

**UN Definition of Poverty:** The UN defines poverty as "a human condition characterized by sustained or chronic deprivation of the resources, capabilities, choices, security and power necessary for the enjoyment of an adequate standard of living and other civil, cultural, economic, political and social rights."

Based on our research we propose that poverty, depending on housing costs in your area, be defined as:

- Single Individual: under \$25,000
- 2 Adults: under \$35,000
- Family with children: under \$50,000

With 3 categories of poverty:

- Severe poverty (under \$15,000): 711 households in Newburyport
- Moderate poverty (under \$35,000): 1424 households in Newburyport
- Risk of poverty (between \$35,000-\$50,000): 1,345 households in Newburyport

If you multiply the number of households by the average family size of 3.09, you can figure out approximately how many people are in poverty in your town. And of those numbers, how many are children who are at special risk for malnutrition, failing at school, etc. Because poverty is hereditary, they have the added risk of continuing the cycle of poverty into the next generation.

For poverty information by topic, please see [www.2cents4change.com](http://www.2cents4change.com) for more information on poverty.

We are at a point in history where we have the resources and abilities to lift people out of poverty and create an equitable society for all. The question is: will we give out 2 cents and end poverty?

## START UP SCHEDULE

### Step 1:

- 1) Ask yourself at each step - do you really want to do this? Are you ready to proceed?
- 2) Remember as you go along that one of your priorities is to make sure that you have in place a means of transferring knowledge. This program is set up to be done 100% by volunteers and you need to have the information that is developed and that works passed on to the next volunteer board member that will be doing that position. See the current Pennies Board Handbook for ideas that we have found to work..
- 3) Put together a start up Board of Directors - minimally President, Clerk, Treasurer + 2 for a minimum of 5. Until the first Board meeting, the Board will not be official. This is your core group of people who will work to get the program up and running.
- 4) We recommend that you:
  - a) Recruit people who know the community and can evaluate the needs of the community.
  - b) Make sure that each person has the time, energy, commitment, good morals and ethics that will ensure success. Picking the right people at this stage is crucial as you want people who will be a good representation of the nonprofit as well as people that will be trusted in the community. Ask yourself, would you trust this person with your money. Remember you are asking the community to hand over cash and are trusting you to give it out in worthy grants. Make sure that the Board does not have any conflicts of interest.
  - c) Remember and remind the Board that this isn't about self or gaining personal glory. This is about working to end poverty.
  - d) Be patient and look for people who will work well together; who have talents and knowledge that complements other board members; who have knowledge of the community and/or the issues; who will express their opinions and work hard to get the program started; who will act professionally and bring respect to the organization. And passion and dedication are just as important as experience and knowledge!
- 5) Make a list of people you know who may be able to help. Have everyone on the Board do this. Do you have a lawyer in your circle of friends? An accountant? Publicity? Etc. These will be your go to people for advice and possible additional board members.
- 6) Put together a basic business plan and monthly schedule of what you want to accomplish and who will do what tasks.
- 7) Meet with banks and foundations about start up money. You will need \$3,000 for the first 18 months. The first year your nonprofit filing expenses to become a 501C3 will be about \$800 if you get legal services donated. The rest of the funds will be spent on initial PR material and other start up costs.
- 8) Develop a budget and accounting system.
  - a) General advice:
    - i) Look for free or donated services. Area stores and business may donate.
    - ii) [www.vistaprint.com](http://www.vistaprint.com), [www.mailchimp.com](http://www.mailchimp.com), [www.surveymonkey.com](http://www.surveymonkey.com) and many other online services greatly reduce expenses.
    - iii) See if a local business or church will let you use their photocopier for a small fee and you provide your own paper.
- 9) File nonprofit: Any of our material that is online is OK to modify for your legally separate Pennies type program. Most of the information needed below is in our Board Handbook.  
**Caution: have all your legal filings checked by an attorney and customized for local laws.**

- a) Decide on a name. We recommend Pennies for Poverty, YOUR TOWN or 2 Cents 4 Change YOUR TOWN, Inc. The Pennies logo is free to use and the “N” stands for “need”. Check to see if the domain name is available if planning to have a website.
  - b) Write a Mission Statement: What is your purpose? What is your vision?
  - c) Write your vision, values, goals, strategies for getting the job done, metrics - how will you measure success and obstacles - what can you foresee standing in the way of success? This will be your plan for the first year and should be reviewed monthly and updated annually.
  - d) Write your by-laws. This should be reviewed by a lawyer and many lawyers will donate their time.
  - e) Check into Charitable Solicitation laws in your city and state. Prepare and file initial solicitation registration. Obtain forms from the Attorney General and Secretary of State or other.
  - f) Register with the State
  - g) Register locally with your city hall
  - h) Check with banks about whether their tellers and the Bank is open to the Pennies process of people just handing over money and saying it’s for the 2 Cent account.
  - i) Open Bank Accounts. Advice: Have 2 signatures, President and Treasurer.
  - j) File Articles of Incorporation
  - k) Put together a Conflict of Interest Policy that is signed annually by the Board.
  - l) Call the IRS for a Tax ID Number
  - m) Apply to the IRS for 501C3 nonprofit status - reviewed by attorney.
  - n) Prepare and File State Tax Exemption
- 10) Set a date for first Board meeting to vote in Board officers - President, Clerk, Treasurer and other officers- and approve the by-laws.
  - 11) First Board Meeting: Vote in officers and vote to adopt by-laws.
  - 12) Develop a record keeping system. This is very important due to the way Pennies is set up to have volunteer members and records that go from one person to the next! Not having corporate offices, records, documents, contact lists are scattered at all the homes of the Board members. It is important that the information is transferred among all the board members but also as board members leave the board, that you don’t lose that knowledge base. You don’t want to have to start from scratch with every new board member. We do monthly reports; have emails set up through our website with the accounts transferred on to the next person; keep good lists of where things are located and who has what. It is added work for the current board to, for example, annually update their board positions how to sheet but it keeps the information current and makes it possible to transfer the information to the next board member.
  - 13) Put together a Board agenda for the first meeting and vote in your President, Clerk, Treasurer and other board members by title.

## **STEP 2: BUSINESS**

- 1) Develop a record keeping system. Legally, you must save all Board documents including minutes and financial statements as well as other documents. Developing good record keeping is especially crucial with a volunteer board where the documents may be in numerous locations.
- 2) Open bank accounts for the 2 Cent Grant Fund and a separate account for your operating funds. Have at least 2 names on the account, generally Treasurer and President.
- 3) All Board members write out their vision, goals, measurements for the year as well as the Board writes Vision Goals for the organization as a whole. The Vision Goals are reviewed

monthly and helps keep everyone on track as well as a means to evaluate the board as well. If a board member gets everything done in 3 months and another board member at the end of the year hasn't accomplished what they had pledged to do, which board member will you trust with the important duties? The Vision Goals document is not only key to evaluating the organization and the board members but also clearly assigns duties and tasks among board members. See Step 6 for more information.

- 4) Work out a budget and 5 year business, marketing and communications plan. Good resource: [http://www.tess.org/misc/010708NP\\_Biz\\_Plan.pdf](http://www.tess.org/misc/010708NP_Biz_Plan.pdf) and make an appointment with Score, [www.score.com](http://www.score.com).
- 5) Develop policies and procedures: For Pennies by-laws and all policies and procedures, please refer to the 2011 Board of Director's Handbook.
- 6) Decide on joining Chamber of Commerce
- 7) Open mailchimp.com, vistaprint.com, survey monkey accounts.
- 8) Start putting together a Board of Director's Handbook which is kept up to date with all policy decisions.
- 9) Start putting together board position How To sheets with all the information that the next board member will need to do each board position.
- 10) Once the organization is in place, start looking for additional board members to fill needed positions as well as start building a volunteer data base of people who are willing to help but don't want to be on the board. Advice: Be specific about what your board needs are as well as your volunteer needs.

### **STEP 3: PRESS & PR**

- 1) Meet with the local editors and develop a good relationship with the reporters.
  - a) PR announcements
  - b) Local bloggers are also very helpful.
- 2) Design website.
- 3) Design logo (if different), flyers, and other PR material
- 4) Format Newsletter or blog. Sign up for facebook, twitter and other social networking.
- 5) Write up standard press releases
- 6) Work up a standard speech presentation
- 7) Order business cards, PR postcard handouts and other material.
- 8) Annually review all PR material

### **STEP 4: Getting up and running**

- 1) Meet and Greet:
  - a) Introduce the organization to schools, city councilors, Mayor, Chief of Police, Editors, other nonprofits, religious organizations etc. Have a package of information or even just a PR postcard of who you are, what you do to leave.
- 2) Get 2 CENTS up and running:
  - a) Visit stores and businesses about being a 2 cent store. Advice: Provide the jar stickers and let the stores use any container of their choice. From fund raisers to services to having 2 cent jars or 2 cent items to putting up PR, there's many ways the business community can help.
  - b) Visit 2 Cent stores and new stores annually.
- 3) Get 2 CANS up and running:
  - a) Visit all the area religious organizations and ask for their support for extra mile offerings, shopping cart for 2 Can donations at the church, free use of space for events, use of photocopiers etc.

- b) Common CENTS Gardens. Evaluate where and who would be best to start this program as a way of providing fresh produce at the food pantries.
  - c) Food Drives - see how to run an efficient food drive in the appendix.
  - d) Service Directory - meet with the area service agencies and start compiling a list of all the area services that are available.
- 4) Get 2 HOURS up and running:
- a) Compile a data base of volunteer needs in the community and have a quarterly newsletter
  - b) Consider a Volunteer Opportunities Fair and NPOs can have a table of information and volunteer sign up. Combine with a bake sale, food drive drop off and presentations (head of NPOs can talk about homelessness, food needs etc) you can in one event raise funds, increase awareness, sign up volunteers and have a food drive.
- 5) Get the TOGETHER program up and running:
- a) This is the least understood part of the program but is crucial. Having free or free-will events brings people of all economic backgrounds together under one roof. Cultural heritage and cultural preservation are also important in building stronger communities. Poverty awareness presentations and documentaries increases understanding of the issues. In short, the Together program is about strengthening communities and building strong neighborhoods that care about their neighbors. See Together information sheet in the appendix for ideas.

#### **Step 5: Publicity and PR**

- 1) Put together information for your website and look for a website designer that will do the website as well as monthly maintenance and updates. Many website designers give reduced or sometimes free services to NPOs. Make sure that you have someone on the Board who monthly reviews and updates your website. It's important to keep your website current with what projects, programs, new board members, grants given out etc.
- 2) Email addresses through the website for each Board member and listed on the website. Be clear on the website who does what so it's easy for the public to contact you. Have the general queries from the website forwarded on to the president who has a gmail.com account. The reason for the gmail account is to have an online calendar embedded in the website,
- 3) Put together either a monthly newsletter or blog and start compiling a list of supporters who want to be kept informed. It's important to keep the list of supporters up to date and accurate.
- 4) Start a facebook page and other online social networking.
- 5) Start putting together business cards, PR postcards, rack cards, banners etc. Vistaprint.com has the best deals and many items are free. Order these items as soon as can afford to.
- 6) Start a Summary of Accomplishments document that is updated monthly. This not only is a good thing to include when applying for grants, looking for donors but is a great piece of PR to have online.

#### **Step 6: Strengthen the Board!**

- 1) What is expected of the Pennies Board of Directors - review and list what works for you. Make sure all the Board members are on the same page!
  - a) Pennies is a working board and as such all Board members are responsible for carrying out at least one part of the Pennies program or other task such as fundraising.
  - b) Attend at least 4 out of 6 Board meetings but preferably all.
  - c) File monthly reports by the 5<sup>th</sup> of each month so the Board members are all informed and kept up to date as we don't meet monthly.
  - d) Attend a majority of Pennies events.

- e) Work to make all our events and programs a success and to help other Board members with their projects.
  - f) Stay within our limited budget. All reimbursements must have a receipt and spending must be approved by the Board except for spending by the President which is authorized up to \$100 without needing Board approval.
  - g) Time expected is from 4-10 hours a month not including events and board meetings.
  - h) All Board members are required to file goals for the next year by November 1<sup>st</sup>.
  - i) Return of PR and position material, including emails, documents when Board member leaves in order to ensure continuity of position and knowledge as well as for corporate records.
  - i) Please read and review the Board Handbook for further information.
- 2) **Individual Goals - have each Board Member write down their goals.** These will be the base on which you will build, evaluate process and run the Board from. Put the individual goals for each board member on heavy card stock and give to each Board member. Every Board meeting, review to see what's been accomplished, where you're not meeting expectations etc. At the end of the Pennies Board Handbook is a sample of the Board's Vision goals for the year. List 3-5 achievable goals for the next year and for each goal list the goal, strategy and measurements.
- 1. Goal (what you want to achieve):
  - 2. Strategy (what you will do to accomplish your goals):
  - 3. Measurements (how will you measure success):
- 3) **Organization's Goals - have each Board member write down their overall goals for the organization.** This document will be the basis for writing your short (this year) and long term goals (within 5 years).
- (a) 1.
  - (b) 2.
  - (c) 3.
- 4) **Fill up the empty Board positions!**
- a) President and Board Chair
  - b) ED Marketing and Communications
  - c) Clerk
  - d) Treasurer
  - e) Volunteer Coordinator and Fundraising Chair
  - f) Publicity
  - g) Awareness Chair
  - h) Cent Chair
  - i) Can Chair
  - j) Hour Chair
  - k) Together
- 5) **Put together an Advisory Board of experts who you can go to for help or advice.** An easy way to add advisory members is to ask retiring Board members to be on the Advisory Board. The Advisory Board has no tasks or responsibilities other than to give advice and counsel when needed.
- 6) **Reviews:** Every 6 and 12 months, review what has been accomplished; how the board is functioning; how the public is responding etc. and make adjustments as needed.
- 7) **Annual PR and Board document reviews:** Annually have all the Board members review the documents for their position (PR, Board position How to etc) and update as needed. Review annually as well all PR including the website to make sure that the information that you are giving out to the public is up-to-date and accurate.

- 8) **Annual Board Survey:** Annually survey the Board to see how the Board thinks the organization is doing, where there may be problems brewing and also what is working and what isn't.
- 9) **Annual Board Calendar:** Put together an annual calendar based on the Board's Vision Goals and include all tasks as well. Items to include are annual state and federal tax filings as well as annual Solicitation Report, board meeting dates etc.
- 10) **Annual Federal and State Filings:** Annual filings must be made with Secretary of State & Attorney Generals offices as well as with IRS and possibly with local town/city clerk's office. Consult an attorney and/or accountant in those regards to these requirements.
- 11) **Communication:** Make sure that the Board is communicating with each other and that everyone is on the same page and that the Board is responding promptly to all requests from the public. Word of mouth is great when they are raving about what a great job you're doing but one talked about bad experience can destroy years of hard work.
- 12) **A well-informed board is a good board!** Have informational presentations on board topics. Many of the best board members that you will have may not have ever served on a Board of Directors. It's important to make sure that you have a Board that understands their fiduciary responsibility; ethical issues; understands conflicts of interest; understands board policies and the legalities of running a nonprofit. Running a good working board of directors can be difficult and time-consuming depending on the board members. A good Board should run smoothly with Board members responsive and responsible. But on the flip side, a good board needs good direction and a board chair that listens, gives guidance and leadership and keeps the board on task and focused without being dictatorial or over working the Board, It's a delicate balance especially for a working board. Some good websites on Board management:
  - a) <http://managementhelp.org/boards/boards.htm>
  - b) <http://www.boardsource.org/>

#### **Step 7: You're up and running, now what?**

This is the time to step back and review where you've been and what you've accomplished - where you want to go, what you could do better. It may be worth surveying the agencies and the community to see what they think and where they think you could improve. A good - and free - resource for surveys is [www.surveymonkey.com](http://www.surveymonkey.com).

It takes about 2 years for an organization to get up and running and start building momentum in the community. Most new organizations fail within 5 years! The first 5 years are crucial to building community support; building a good reputation; and making the organization into a viable nonprofit that does make a difference in the lives of the poor. Be innovative, inspiring, creative working together with the community. The key to success is being willing to change, listen to new ideas and be active partners in creating success. The way Pennies is set up, you have to have the support of the community in order to succeed. Your success is the community's success. Pennies is the communities nonprofit - run by volunteers from the community, funded by the community for the benefit of the community.

*You make a living by what you get, but you make a life by what you give. ~ Winston Churchill ~*

## **RESOURCES**

[www.2cents4change.com](http://www.2cents4change.com)  
[www.gmail.com](http://www.gmail.com)  
[www.surveymonkey.com](http://www.surveymonkey.com)  
[www.vistaprint.com](http://www.vistaprint.com)  
[www.mailchimp.com](http://www.mailchimp.com)  
[www.score.com](http://www.score.com)

[www.brinkster.com](http://www.brinkster.com)  
<http://managementhelp.org/boards/boards.htm>  
<http://www.nami.org/Content/NavigationMenu/NAMILand/EXCHowtoEstablisha501c3.pdf>  
[www.boardsource.org](http://www.boardsource.org)  
 Local Chamber of Commerce

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