

Penikese Island School: **FOUNDATION**



2009 Annual Report





Penikese Annual Report 2009

FOUNDATION

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Foundation

Welcome to Foundation, the fiscal year 2009 Annual Report of the Penikese Island School. This year we published this report later and expanded its format to include recent calendar year news along with the usual fiscal year facts and figures. Given all that has occurred the last 18 months, we believe that only a wide-angle focus would sufficiently capture the full scope of Penikese events, accomplishments, and challenges.

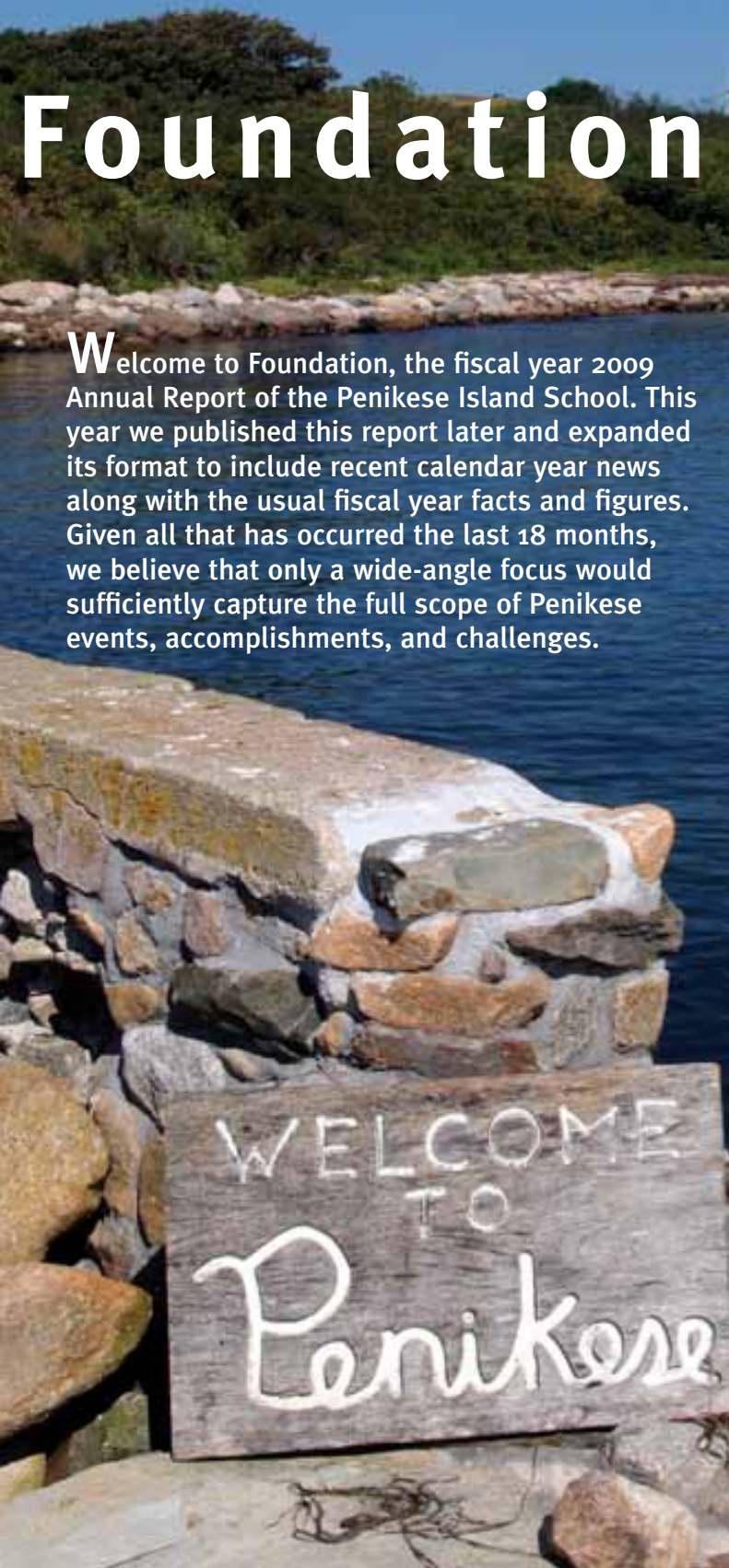
The first part of Foundation contains the formal annual reporting piece, consisting mainly of the audited financial reports pertaining to the fiscal year ending on June 30, 2009. Next follows the report on fundraising and lists of gifts made during the calendar year ending on December 31, 2009. Foundation's final pages are devoted to more recent news, including a report on the August 2010 gala event, Faces of Penikese and Penikese's capital improvements projects.

Our Report: As everyone knows, 2009 and 2010 have been exceptionally challenging years, a time of severe and prolonged recession whose effects have reached into the farthest corners of our national economy to effect businesses for- and non-profit alike. For Penikese, these effects were somewhat delayed and didn't strike home and hardest until the latter part of calendar 2009 (after the period covered by the financial reports on the following pages). But when they hit, their effects on the school quickly grew to threaten its very existence. For many other Commonwealth schools in the same field as Penikese, these threats became all too real as several closed their doors for good.

But not Penikese! As unprecedented as these times and challenges have been, we are proud to say that our response has been equally so in its aggressiveness, thoroughness, diligence and stringency. We have managed expenses and overhead without weakening mission, maintained transparency while messaging confidence and resolve, and continued to advance capital projects and strategic initiatives.

Although it is too early to say we are out of the woods just yet, 2009-2010 may well prove to be Penikese's finest hour during which we worked smarter and harder than ever, and at the same time rediscovered the resilient and rugged stuff - and people - of which Penikese is made and sets it apart. Foundation, the fiscal year 2009 Annual Report of the Penikese Island School, is so named in recognition of the school's skilled and devoted volunteer leadership, its staff's mission-first sacrifices, and the unflagging generosity of Penikese's donor nation.

If the best measure of an organization is the strength and passion of the people devoted to it, then Penikese is as strong as any, and perhaps even stronger than ever. Upon this bedrock you can rest assured that Penikese will be around for many a year to come helping troubled youth, their families and communities, just as it always has.



Transitions: As we do every year in our annual reports, we take a moment to recognize the inevitable transitions that occur with time's passing, some mournful, others celebratory. In the former category we note the death of **Tom Quatromoni**, 20-year veteran of



the island program and a man whose very presence among us made us feel strong enough to soldier on another day. Tom unexpectedly passed away in October 2009, and today there still remains a sense of disbelief that his physical strength, loyalty and tough-

love kindness are no longer there. In September 2010 we held a day of observance on Penikese for Tom with over 50 of his family and friends in attendance to celebrate his life and dedicate a new flagpole in his patriotic honor.

We also say goodbye to **Peter Kirwin**, a community leader, clinician and dearest friend who died of pancreatic cancer in April 2010. Over 15 years of affiliation with Penikese and Falmouth Human Services, Peter contributed countless hours of his valuable time connecting Penikese to community resources and strengthening its clinical practice.



In the too-brief years between his retirement from Falmouth Human Services and his passing, Peter co-facilitated therapeutic groups for staff and students on the island with friend Irwin Freedman. Most importantly and unforgettably, Peter never wavered in his love of and belief in us, even on days when we weren't so sure we believed in ourselves.

Most recently, Penikese lost dear friend and ardent mission believer, **Joan Tompkins Wheeler**, who passed



away in August 2010. Joan was particularly supportive of Penikese during a critical rebuilding phase in the mid-1990s, and later played an instrumental role in the success of Penikese's first ever capital campaign by helping fund the school's new dock.

Without Joan, her generosity, grace and determination, our journey suddenly seems much longer and more difficult.



Celebratory transitions include **Ted Doyle**, who rotated off the Penikese Board in September 2010 after a full and richly served 6-year term, the latter three as Board Chair under whose watch Penikese faced and overcame some of the steepest challenges in its history.

Ted was positively Trumanesque in his leadership, tactical and practical, buck-stopping yet approachable, and ardently devoted to Penikese's people and mission. Significant among Ted's achievements during his tenure include instilling a new culture of business maturity and professionalism at Penikese as carried forward and embodied by the ambitions and visions of its Business Task Force.

Last but far from least, we salute **Pennie Hare**, who retired from the Board in September 2010 after service going as far back as 1997. Pennie came on as an enthusiastic and grateful mother of a Penikese graduate and during her eventful tenure almost singlehandedly carried Penikese through 15 years of the steepest growth and change ever in its storied history. Her accomplishments were sweeping, signature among them helping to rebuild and strengthen Penikese's fundraising program to become the pound-for-pound envy of any in a competitive local non-profit arena. Pennie's absence leaves an enormous void in our volunteer leadership that could never again be filled by only one person. It will be a daunting challenge sailing on without Pennie at Penikese's helm, but we are confident many will rise to the call, just as Pennie herself instilled in us to do.



Toby T. Lineaweaver, Executive Director

Michael Foley, Chair, Board of Directors

Fiscal Year 2009 Recap

As the accompanying financial reports show, FY 2009 was extremely successful. Penikese's island program finished the year at 88% of capacity while Aftercare provided services to 59 graduates and their families. Both are evidence that Penikese succeeded in its efforts to overcome business challenges created by shifts in agency and public policy to strengthen its position as a preferred provider in its niche market.

Penikese fundraising was similarly successful thanks to strong foundation and individual donor support, continuing pledges paid towards the school's Major Gift Project, and the smash gala event, Carnival, which took place in August 2008. Penikese raised over \$1 million dollars towards general operations, Aftercare, education and life skills programs, and capital improvements. Penikese launched its new vessel, M/V Richard S. Edwards into service in September 2008 while initiating the permitting process to rebuild the dock on Penikese Island.

Fiscal Year-to-date 2010

2010 was extraordinarily hectic and eventful with high points that included the purchase of 565 Woods Hole Road, Penikese's splendid new onshore base of operations and administrative center, construction of a new dock, renovation of the student and staff dormitory, and remodeling Penikese's one-room schoolhouse.

Unfortunately, Penikese also experienced severe setbacks in FY 2010, all related to the economic meltdown that began in 2009 and had Penikese and its referring agencies in full recessionary grip by winter 2010. At one point the school had only two students enrolled in the island program. Fortunately, the mark of the toughest and strongest organizations is how they respond and cope when the going gets roughest, and while many other similar programs were going under, Penikese buckled down hard.

In anticipation of a rough times ahead, Penikese initiated a fiscal austerity plan at the beginning of the FY 2010, and when those measures proved insufficient, pulled its belt even tighter with layoffs and salary cuts focusing on administrative overhead. Major donors and capital project funders played a significant role in helping Penikese get through its toughest stretch by reworking pledge restrictions to keep island staff employed and advance projects such as the "Room With A View" dormitory renovation and schoolhouse expansion.

Yet even as Penikese grappled with these challenges, it did not let go of planning for tomorrow, redoubling its Business Task Force efforts to adapt and evolve the school's business plan by expanding on the school's core mission and abilities. As a result, many ideas and plans have been put in play including, with Seth Garfield's help, the school's new Aquaculture Project.

Fiscal Year 2011 Projections

Because of the losses suffered in FY 2010, Penikese will continue its austerity measures indefinitely. Although not back to FY 2009 levels, year to date census has been steady at about 65% capacity, a level that allows Penikese to keep island staff trim without sacrificing program integrity. Should census jump higher as we go deeper into the fall, Penikese will judiciously add staff and payroll as needed. On the fundraising side, our recent gala event, Faces of Penikese, got FY 2011 off to a strong start by netting almost \$100,000, well over our original goal. As Foundation goes to print in October 2010 with the holiday appeal season just around the corner, Penikese stands an excellent chance of rebounding and rebuilding during FY 2011.

BALANCE SHEET

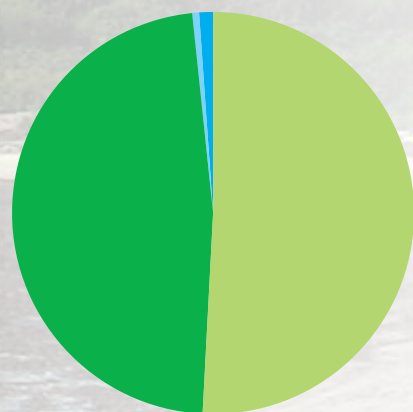
	2009	2008
ASSETS		
Current Assets		
Cash	8,227	20,729
Accounts receivable, less allowance for doubtful accounts of \$2,957 as of June 20, 2009 and 2008	91,552	78,197
Unconditional promises to give, current portion	105,728	158,845
Prepaid expenses	6,616	6,439
Short term investments	95,441	69,542
Total current assets	\$307,564	\$333,752
OTHER ASSETS		
Plant assets	4,826,59	3,231,17
Unconditional promises to give long term portion	53,921	47,962
Deposits	2,700	11,277
Long term investments	822,471	698,720
Total assets	\$1,669,315	\$1,414,828
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	33,405	42,673
Accrued expenses	84,652	61,222
Gift annuity payable - current	3,008	2,804
Total current liabilities	121,065	\$106,699
LONG TERM LIABILITIES		
Gift annuity payable - long term	\$28,686	\$27,296
Total Liabilities	\$149,751	\$133,995
COMMITMENTS AND CONTINGENCIES		
NET ASSETS		
Unrestricted	529,824	375,047
Temporarily restricted	773,015	749,111
Permanently restricted	216,725	156,675
Total net assets	\$1,519,564	\$1,280,833
Total liabilities & net assets	\$1,669,315	\$1,414,828

STATEMENT OF ACTIVITIES

	2009	2008
REVENUE AND SUPPORT		
Contributions, gifts, special events		
	639,073	12,800,77
Grants	423,860	220,630
Program service fees	989,613	819,011
Investment income	14,202	13,989
Net gain on sale of plant asset*	18,894	0
Total Revenue and support	\$2,085,642	\$2,333,707
EXPENSES		
Program services	13,258,48	11,526,25
Management and general	210,727	191,058
Fundraising	287,520	223,904
Total expenses	\$1,824,095	\$1,567,587
Realized and unrealized losses on investments	22,816	17,457
Total expenses and losses	\$1,846,911	\$1,585,044
CHANGE IN NET ASSETS	\$238,731	\$748,663
NET ASSETS, BEGINNING OF YEAR	\$1,280,833	\$532,170
NET ASSETS, END OF YEAR	\$1,519,564	\$1,280,833



- fundraising*
- management and general
- program services



- net gain on sale of plant asset *
- investment income
- program service fees
- contributions, gifts & grants,
special events

* from the sale of M/V Harold M. Hill

* includes expenses from August 2008 gala event, Carnival

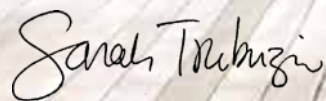
The generosity of individuals, foundations, organizations and businesses collectively provide a solid foundation that enables Penikese to provide top notch programs and services.

Penikese's one-student-at-a-time approach coupled with our sophisticated clinical program, tailored academics and aftercare outreach provide a foundation for our students to succeed in life after Penikese.

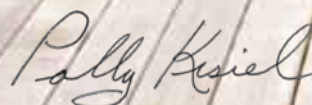
It is to our generous donors whose names appear on the following pages as well as to those who wish to remain anonymous that we extend our thanks for your steadfast support and faith in our mission.

Thank you for your role in building and sustaining Penikese's foundation.

Sincerely,



Sarah Tribuzio
Development Director



Polly Kisiel
Development Committee Chair

Over the Bar \$5,000 plus

Anonymous (2)
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Mrs. Jane D. Davenport
Mr. Craig B. Gibson and
Mrs. Nancy Q. Gibson
Mr. James Hinkle and Mr. Roy Hammer
Capt. Barry Kallander
Ms. Kristen Webster
Mr. Alexander B. Weld
Joan T. Wheeler*

The Right Path \$2500 Plus

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Mr. and Mrs. James M. Clark
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Ms. Penelope S. Hare
Mr. and Mrs. Mark Kisiel
Mr. and Mrs. Gerald T. Lynch
Mr. and Mrs. Ian P. McDonald
Mr. and Mrs. W. G. Reaman
Mr. Richard D. Simmons

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Dr. and Mrs. Richard W. Whitney

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Sarah and David Tribuzio
Mr. and Mrs. David C. Twichell

* deceased



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A NOTE TO OUR DONORS

Gifts recognized were made between January 1, 2009 and December 31, 2009. Every effort has been made to ensure the accuracy of each listing. However, despite our best efforts, a name may be listed incorrectly or omitted inadvertently from this publication.

We apologize for any mistakes and ask that you kindly report them to the development office at (508) 548-7276, ext. 207.

The George Cadwalader Society

recognizes those individuals who have made a commitment to support and strengthen Penikese's future with a planned gift. Gifts we receive help ensure that Penikese will stay strong and move forward in the future.

Consider choosing a gift plan type that will:

- reduce your income taxes,
- avoid capital-gain tax,
- increase your spendable income,
- retain payments for life.

Types of giving include:

Gifts of Assets

The simplest way to support Penikese is through cash gifts. But creative gifts of assets can include stocks, bonds, and property (real estate and personal property such as artwork). These can not only provide you with charitable deductions, but also offer additional tax savings.

Gifts by Will

Through various types of bequests for Penikese, you may secure a charitable estate-tax deduction for the value of the gift. Best of all, you will know that your generosity will support Penikese for years to come.

Gifts That Pay You Income

Do you want to support Penikese, but worry about having enough income for yourself and your loved ones? Life-income gifts, such as gift annuities and charitable remainder trusts can provide donors with an income stream, significant tax savings, and the satisfaction of supplying Penikese with vital, long-term resources.

Gifts of Retirement-Plan Benefits

You may name Penikese as the beneficiary of any insurance policy or Individual Retirement Account (IRA). Since you remain the owner of the policy or IRA, you may change the beneficiary at any time. Thus, this type of gift does not take effect until the death of the donor, at which time it is eligible for an estate tax deduction. An IRA is a good choice for making charitable gifts because Penikese will receive the full amount of the IRA without reduction for income taxes.

The Charitable Lead Trust

Transferring property to Penikese and individuals you wish to benefit is not always an either/or proposition. With careful planning, you may be able to arrange your transfers to accomplish more than one objective. For example, if you have assets that are appreciating, children who may want to start a business in the future, and a desire to assist Penikese, you may wish to consider creating a charitable lead trust.

PENIKESE'S CAPITAL IMPROVEMENT



The original saltbox, built by the staff and students in 1973, has undergone numerous changes starting with the Addition Project in 1998.

The Schoolhouse project included building an addition for more space and light, adding a deck, and replacing the original board and batten siding with cedar shingles.



As part of a strategic plan created in the mid-1990s, Penikese committed to improving and upgrading its aging physical plant and infrastructure to balance Penikese's timelessness and tradition with the demands of today's marketplace realities. The first step in the process was the addition project in 1998 that almost doubled the size of the school's original saltbox island home. Subsequent projects included renovating and refitting the wood shop, constructing the Pole Barn, a multipurpose storage facility and dry place to chop wood during wet weather, and installing a new photovoltaic system to supply electricity for refrigeration.

Most recently, Penikese's capital improvement ambitions have taken off like a rocket, largely funded by the Major Gifts Project led by Pennie Hare. This project raised over \$1 million dollars in a short span between 2007 and 2008, with the first fruits of its labor



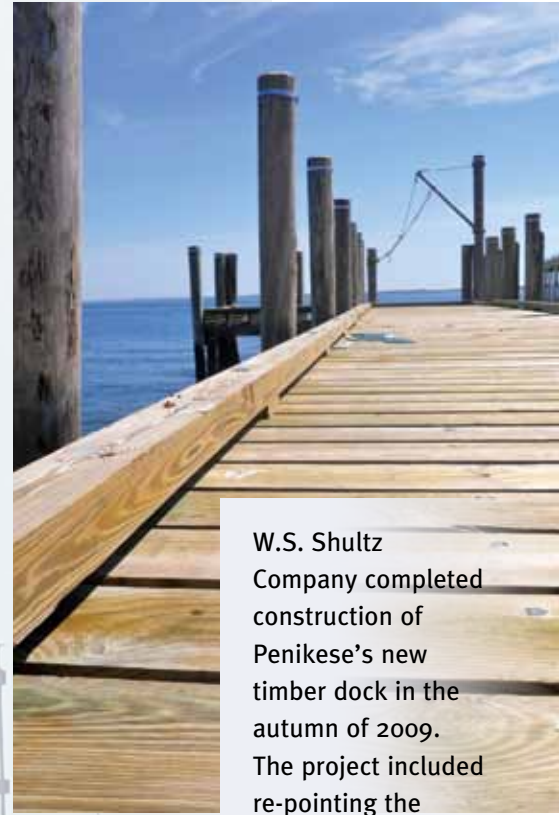
PROJECTS

the launching of Penikese's new vessel, *M/V Richard S. Edwards*, in September 2008. In July 2009 Penikese closed on the purchase of its new onshore hub and administrative office at 565 Woods Hole Road, a purchase made possible by donor permission to redirect funds from the Major Gift Project towards the down payment.

In autumn 2009 marine contractor W. S. Shultz Company completed repointing the antique concrete pier on Penikese and construction of a new, wider and longer timber dock. In winter 2010 Penikese launched a small, capital project called "Room With A View" to renovate the student dormitory, and at this writing is nearing completion of a project to expand and renovate its one room schoolhouse.

Next up will be a much-anticipated project to tear down the old boat shop and build a new, multipurpose two-story building with a spacious workshop and boat shop on the first floor and a conference and meeting room on the second. Penikese hopes to initiate this project sometime in calendar year 2011. Last, Penikese seeks to complete purchase of 565 Woods Hole Road, freeing up more funds for direct services.

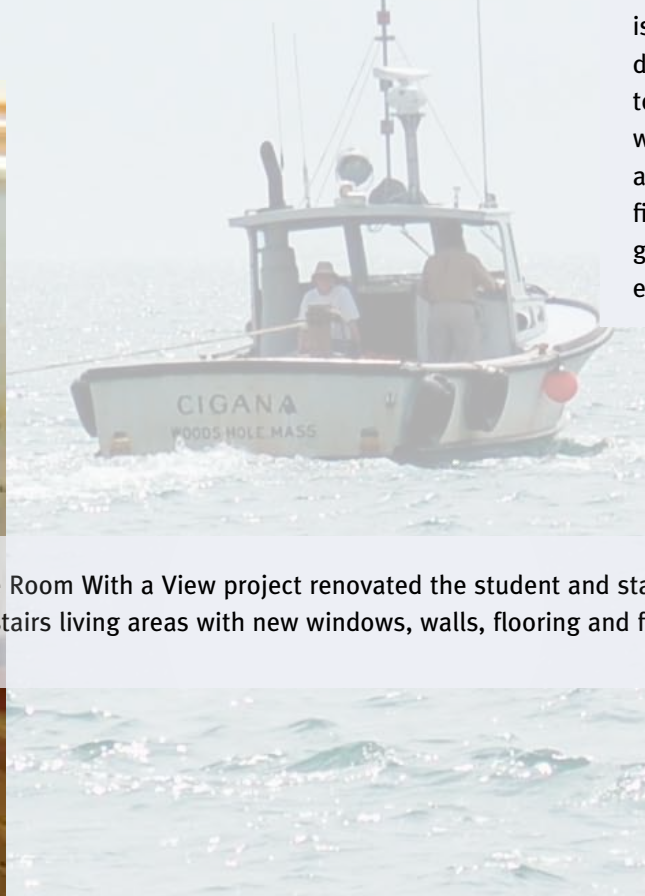
We extend our deepest thanks to all of our project donors big and small for helping us improve and strengthen Penikese for today and years to come!



W.S. Shultz Company completed construction of Penikese's new timber dock in the autumn of 2009. The project included re-pointing the island's stone pier, driving new pilings to extend the dock's width and length, and installing fiberglass deck grating to save the eelgrass beneath.



The Room With a View project renovated the student and staff upstairs living areas with new windows, walls, flooring and fixtures.





Volunteers make all the difference.



Faces of Penikese

August 21

On August 21st, over 375 guests celebrated the achievements of the Penikese Island School graduates on spectacular Penzance Point. It was a beautiful evening filled with stories from Penikese alumni, delicious food, and an exciting live and silent auction. With your support, the event raised nearly \$100,000 in support of Penikese and our aftercare outreach program. We could not have accomplished this without the generosity of our hosts the Greene family and Bill and Winnie Mackey as well as the event co-chairs Bill and Karen Reaman and our committee chairs Martha Asendorf, Ben Coffin, Pennie Hare, Polly Kisiel, Chris Noonan, Karen Whitney and Fluffy Winner.



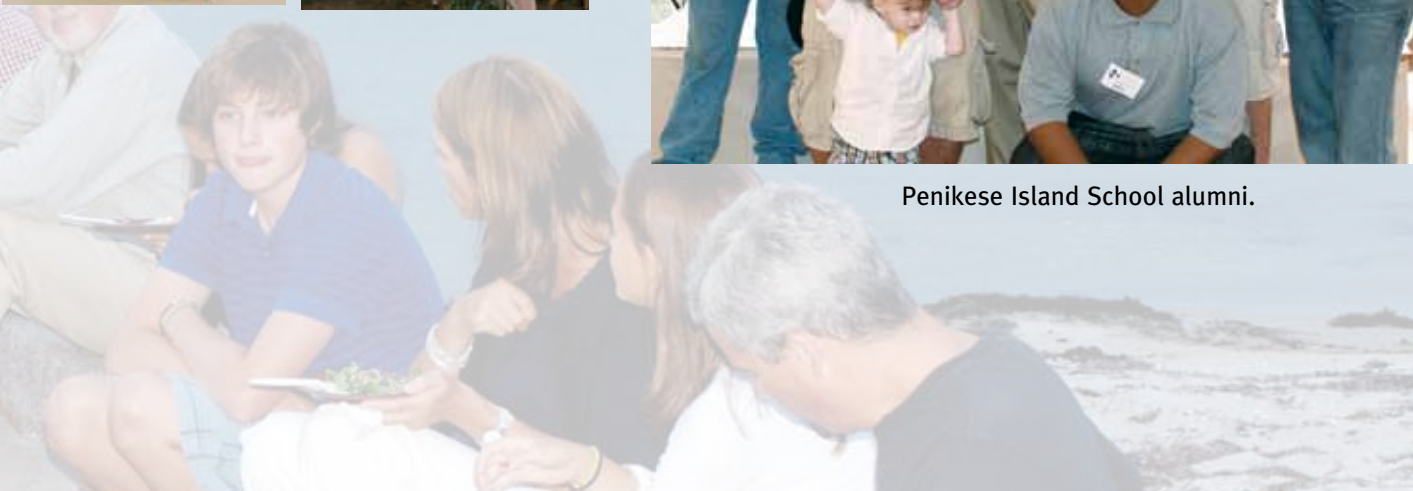
Penikese staff smile for the camera.



Guests enjoying the festivities.



Penikese Island School alumni.



Penikese events are always family affairs.

Falmouth Road Race

August 16

Sixteen runners comprised "Team Penikese" at the 2010 Falmouth Road Race this year. With their hard work and fundraising efforts they raised over \$17,000 in support of Penikese's programs and services.

A very special thank you to Christina Connolly, event chair, Polly Kisiel, development committee chair and the Robertson family for graciously allowing us to use their lovely lawn for our post-race celebration.



"Team Penikese" at the post-race celebration.



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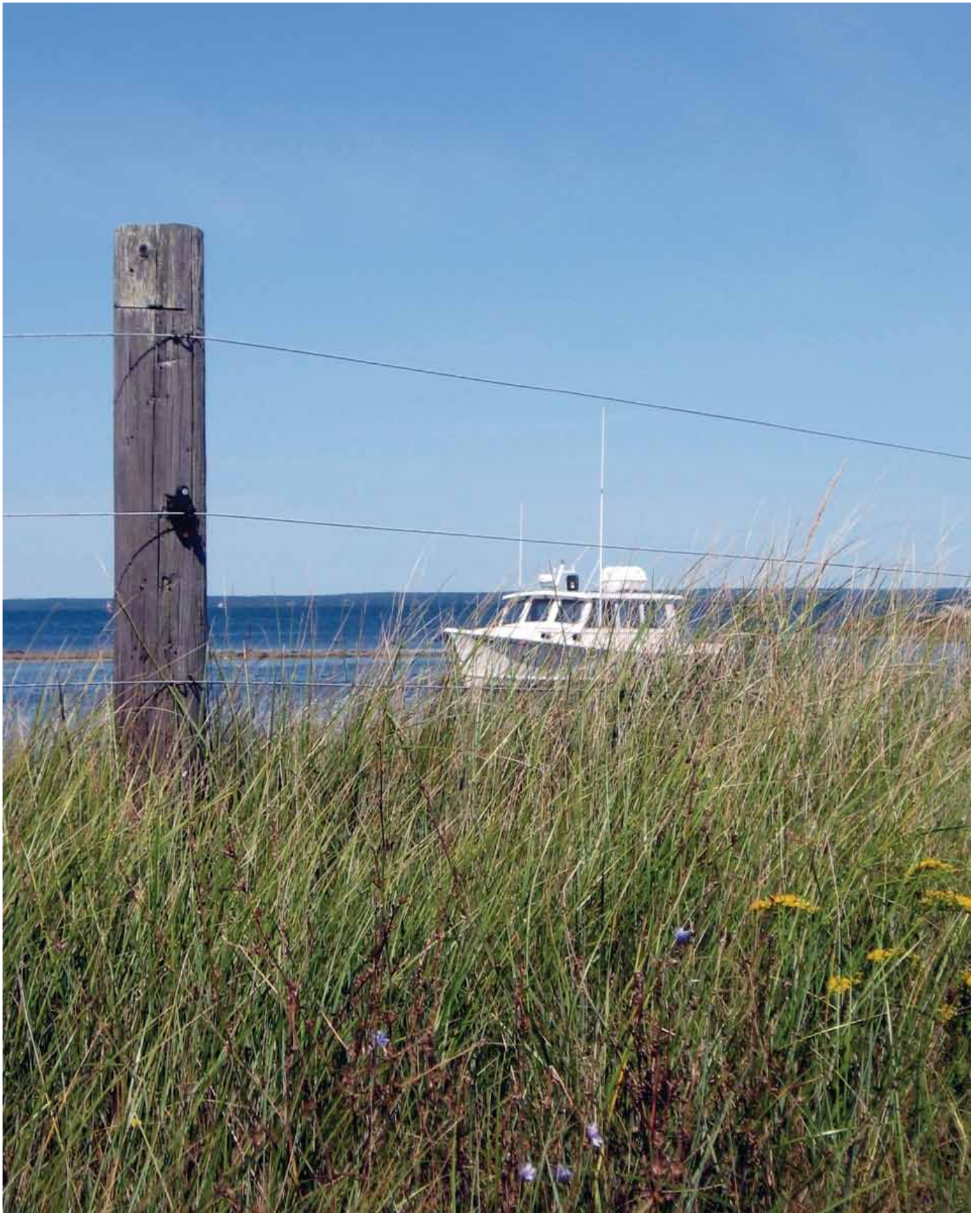
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