

2016 Annual Report and 2017 Business Plan

January 1, 2017

Mission

The Mission for Freedom to Read, Inc. is to change the lives of the people of the Bahamas; to help others reach their fullest potential through the positive power of free access to literacy. The goal of the organization is literacy for all people of the Bahamas.

Accomplishments of 2016

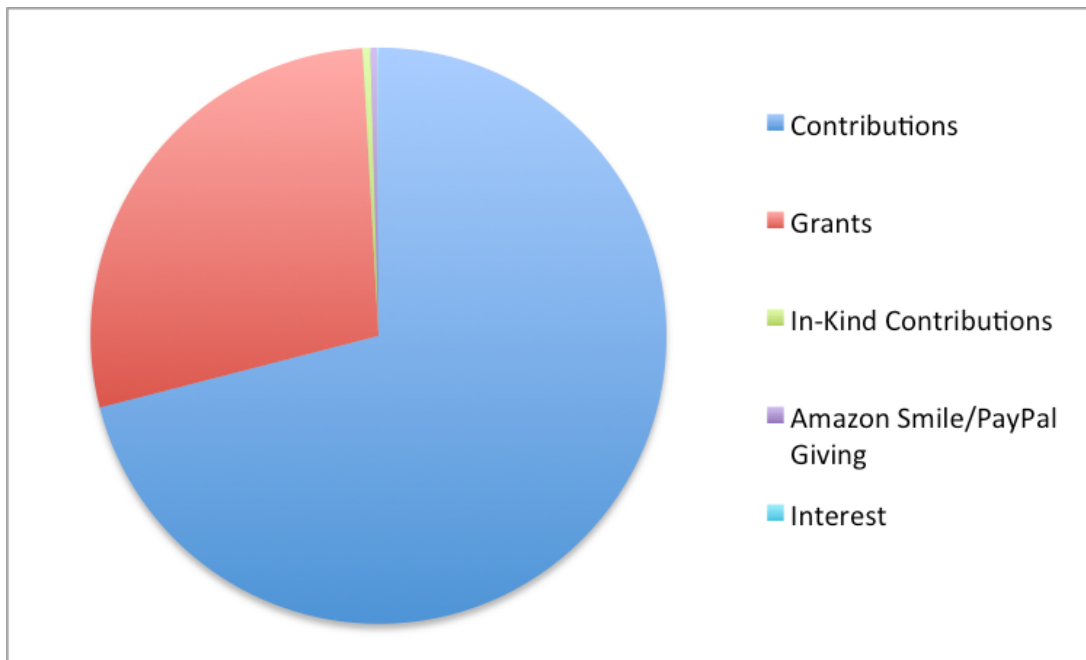
2016 witnessed exponential growth for Freedom to Read, Inc. We shipped more materials to the islands; we were able to work in many of our established library locations; and, we formed new alliances to complete renovations to library structures. We provided supplies and support in our established literacy centers and laid the groundwork to expand into new centers. Highlights include:

- Coordinated three pallets of books and supplies to three different literacy centers.
- Conducted on-site visits to Harbour Island, Bluff, Gregory Town, Current, Upper Bogue, Hatchet Bay, James Cistern, and Palmetto Point on Eleuthera. During on-site visits, Freedom to Read, Inc. volunteers cleaned library space, culled collections, labeled and created checkout cards for new materials, shelved materials, consulted with and trained library attendants, and reorganized and delivered collections among centers.
- Commissioned three library tables with a local carpenter for three of the centers.
- Ordered and delivered library furniture (chairs/attendants' desks) for literacy centers.
- Partnered with Bahamas Methodist Habitat to renovate/revitalize several centers.
- Met with Theo Neilly (North Eleuthera Member of Parliament of the Bahamas, Chief Councilor of the North Eleuthera District) to share the successes and mission of Freedom to Read, Inc.
- Met with local officials to discuss possibilities for new centers and staff on Eleuthera.
- Reached out to the Bahamas Library Service to encourage support for new attendant positions on Eleuthera.
- Cooperated with Exceptional Educational Outreach to provide new materials to six of their existing centers.
- Collaborated with Seebeck Gallery for "Every Word a Jewel, Every Story a Treasure." A fundraiser for literacy.

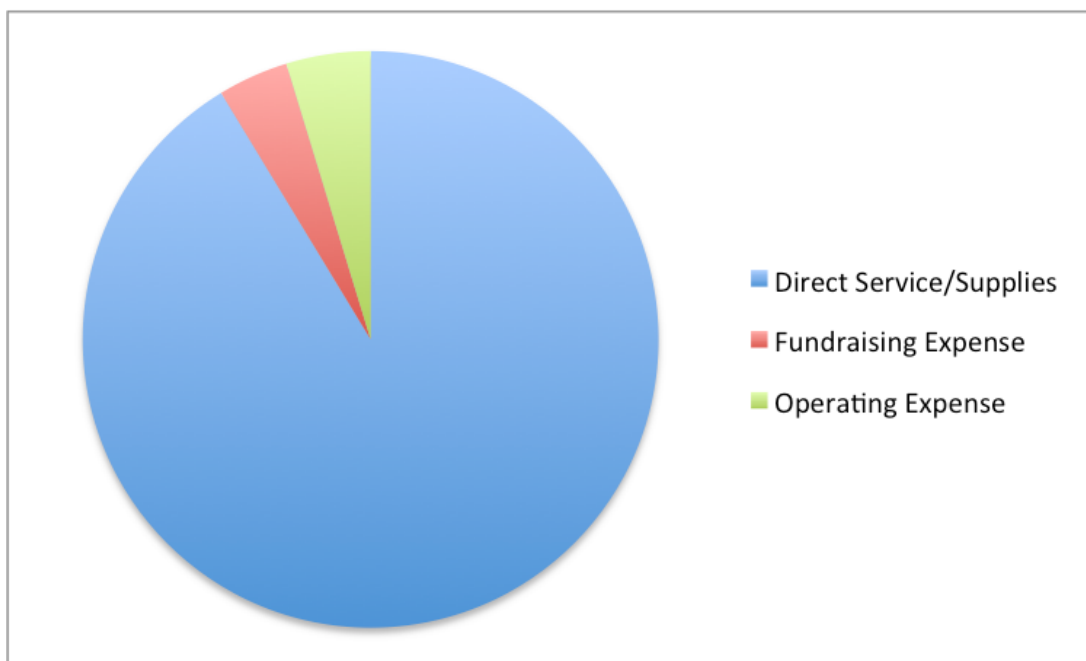
All of the accomplishments of the year were made possible through generous personal and corporate donations.



2016 Revenue



2016 Expense



91 percent of our expenses were incurred in providing direct service to our mission!

As we review the milestones from the year, we also want to pause to thank our many supporters.

<u>2016 Donors</u>	<u>2016 On-Site Volunteers</u>
Ann Marie Adams Kathleen Barca Bound to Stay Bound Tammy Budahn-Haeni Daniel Caldwell Justin F. Charles Tammy DeVilbiss Follett Library Services James Gleason Great Lakes Warehousing Michelle Haines Sally Huck Courtney Jackson Tina Jaquith Jen Spier Keedy Kenosha Unified School District Crystal Lawson Jacqueline Liesch Kris McCarty Bo Palmer Rick Redalen Seacor Island Lines Seebeck Gallery Susy Siel Laura Tucker Stephanie Tucker Paula Webb	Dania Anderson Loran Bastian Hannah Bohn Latricia Cambridge Ian Christensen Angie Lyle Cooper Daddy Joe's Saundra Davis Andy Deal Ricardo Dean Adell Farquharson Andrei Georgescu Glass Window Bar & Grill James Gleason Mo Ginton Joanna Glucksman Zane Holland Eric Hudson Ezra Hudson Gabriela Hudson Leveda Ingraham Desmond Johnson Lerenda Johnson Tiffany Johnson-Bourne Jacqueline Liesch Tiffany Allison Mack Deandrea Major Susan Martin Bo Palmer Kristin Palmer Lindsay Palmer Kendrick Pearce Vonnie Pearce Matthew C. Schilowitz John Shughart Beau Siel Bill Siel Susy Siel Andrew Thompson Betty Thompson Frances Thompson Monica Thompson Rosemarie Thompson

Overview for 2017

The foundational members of the Freedom to Read, Inc. team have worked over the past several months to create structures and processes to support a strong organization. Our successes have positioned Freedom to Read, Inc. to move forward in significant ways in 2017:

- Increase capacity for accomplishments by adding volunteers to the Board of Directors and committees
- Expand fundraising efforts (specifically targeting donations to support the purchase of a “home base” in the Bahamas and to fund an Executive Director’s contract salary)
- Solidify and expand literacy centers on the islands
- Ensure proper training of library attendants in library management, arrangement and collection development in cooperation with the Bahamas Library Service
- Solidify and expand connections with Bahamian politicians and business-people who support the literacy movement in the Bahamas
- Use volunteer efforts to seek grants for the work of Freedom to Read, Inc.
- Record policies and processes



Plan for 2017 *Programs and Projects*

Gregory Town Library

Goal: *To assist the Gregory Town settlement in reestablishing the library which was damaged during Hurricanes Irene and Sandy and to donate additional new collection to the library.*

The library in Gregory Town sustained severe water damage during Hurricanes Irene and Sandy, requiring a replacement of a large portion of its collection. During our on-site work in 2015, we worked diligently on collection management. It was apparent that a majority of the collection at this site needed to be weeded out or moved to other literacy centers on the island. In 2017 we hope to find this site in a condition to receive additional materials and support to the attendant.

Long term: Dedication of the renovated library and continued support to the library supervisor.

Current Community Library

Goal: *To continue to support the library in this settlement with materials and training.*

Freedom to Read, Inc. has provided extensive training for the library supervisor in Current in the past and has sent additions to update the existing collection.

Long term: Continued support and enhancements to the collection.

Lower Bogue



Goal: *To assist the settlement in establishing its initial collection and shelving.*

Community leaders in Lower Bogue first contacted Freedom to Read, Inc. in 2014 to assist in the renovation of a building slated to become the Lower Bogue Library and Community Center. Over the next several summers FtR volunteers worked side-by-side with local residents to rebuild a suitable center. Work continues on this project to this day. Once construction is complete, Freedom to Read, Inc. will supply an entire collection and offer training and advice to the attendant.

Long term: Dedication of the library and continued support to the attendant.

Upper Bogue

Goal: *To assist the Upper Bogue settlement in establishing its initial collection and shelving. A reach goal will be to assist the settlement leaders in negotiations and fundraising for a new, permanent building for the library.*

Freedom to Read, Inc. was approached by community leaders in this settlement to aid in establishing a library. In 2015, we were able to clear a space to house the new collection, install shelving and begin the process of putting materials on the shelves. Unfortunately this space was transferred to a local government entity therefore displacing the library.

The collection had to be moved into storage until a new site can be secured. We plan to continue this effort when we return in 2017. We will also work with the leaders in Upper Bogue to train the attendant, shelve, and manage the collection for the long term once a new site is established.

Long term: Dedication of the library and continued support to the community leaders and library attendant.

Harbour Island All-Age School (HIAAS)

Goal: *To develop classroom library collections as well as a central school-wide library.*



Freedom to Read, Inc. has sent an initial collection of books to HIAAS. Site visits during 2016 found the library to be renovated and in use by the student population. We look forward to future collaborations with HIAAS.

Long term: Continued support and enhancements to the collection in addition to providing training for the library

attendant when construction is complete.

Tarpum Bay Library

Goal: *To continue to support the library in this settlement with materials and training.*

Freedom to Read, Inc. has provided extensive training for the library attendant in Tarpum Bay in the past and has sent additions to the existing collection.

Long term: Continued support and enhancements to the collection.

Bluff Library

Goal: *To continue to support the library in this settlement with materials and training.*

In 2016, Freedom to Read, Inc., in collaboration with supportive patrons, finished renovations on the library and community center in this settlement. Our volunteers culled and shelved the entire collection for this center. Freedom to Read, Inc. also identified a library attendant and offered training. This site is currently open and regularly visited by local citizenry. We plan to revisit this location in 2017 to ensure a strong foundation to keep the center vibrant.

Long term: Dedication of the library and continued support to the library attendant.



Hatchet Bay Library

Goal: *To continue to support the library in this settlement with materials.*

Freedom to Read, Inc. has provided materials to the library in Hatchet Bay in the past.

Long term: Continued enhancements to the collection.



James Cistern Library

Goal: *To continue to support the library in this settlement with materials and training.*

Freedom to Read, Inc. collaborated with Bahamas Methodist Habitat to complete renovations to repair long-term damage from Hurricanes Sandy and Irene. Once the physical repairs were complete, FtR volunteers delivered and shelved new materials for circulation. We will continue to support this center and library attendant in the future.

Long term: Continued support and enhancements to the collection.

Palmetto Point Library

Goal: *To continue to support this library in this settlement with materials and training.*

In collaboration with Bahamas Methodist Habitat, Freedom to Read, Inc. was able to complete multiple renovations to the library structure. BMH volunteers also worked with FtR to properly process a large donation of new materials for the center. FtR was proud to provide desks, chairs and a custom-built reading table to this library. We look forward to continue our support to this settlement.

Long term: Continued support and enhancements to the collection.



Wemyss Bight Library

Goal: *To continue to support the library in this settlement with materials.*

Freedom to Read, Inc. has provided materials to the library in Wemyss Bight in the past.

Long term: Continued enhancements to the collection.

North Eleuthera High School



Goal: *To assist the high school in replacing the library collection.*

The library and its entire collection were destroyed by fire. Freedom to Read, Inc. plans to work closely with the school administration to replace the lost collection. Our initial collection replacement arrived at the school in June 2013. In 2014, we added to the collection in an effort to keep the materials updated. During 2017, we plan to revisit the library and determine what next steps are appropriate.

Long term: Continued support and enhancements to the collection.

Fresh Creek Library

Goal: *To assist the existing library with expansion of their current collection.*

Freedom to Read, Inc. has been approached by a pre-school teacher in Fresh Creek to initiate the groundwork to establish a new library in that settlement. We sent a pallet of books and materials in 2014 and were able to assist the future library attendant with shelving, collection management and programming. We will continue to solicit donations of appropriate materials and will arrange to have them shipped to the library.

Long term: Continued support as needed.

Mangrove Cay Library

Goal: *To assist the settlement in establishing a public library and to train the attendant.*

Freedom to Read, Inc. was contacted by officials in Mangrove Cay to assist them in establishing a public library. We plan to solicit an initial collection for this location and to assist them in setting up the space and training the attendant.

Long term: Continued support as needed.

Exceptional Educational Outreach



Goal: *To strengthen ties with this organization by supporting its mission as it pertains to literacy.*

Freedom to Read, Inc. and Exceptional Educational Outreach (EEO) have successfully collaborated in the past. We plan to provide EEO with handpicked enhancements to support their literacy programs.

Long term: Continued strong relationship to encourage EEO's literacy efforts.

Structures and Projects to Advance the Goals and Programs of Freedom to Read, Inc.

Public Awareness/Presence/Communication Vehicle

Goal: *To enhance awareness of our mission with the general public and targeted contributors.*

A website, (www.freedomtoreadinc.org), and Facebook, (<https://www.facebook.com/FreedomToReadInc>), presence has been established. Ongoing efforts will be made to keep these vehicles fresh. Collateral material will also be developed. Options for stakeholders to learn more about our mission and requests will be explored. We will continue to deliver our electronic newsletter to maintain a presence before our supporters and targeted audience.

Fundraising

Goal: *To raise \$5,040,000 in 2017 as a stretch goal or \$15,000 as an immediate need goal.*

A fundraising function is critical to the success of Freedom to Read, Inc.'s programs. The fundraising director position is currently vacant, but it is a necessity to fill it as soon as possible, so the fundraising goals can be met. This individual will be responsible for designing a strategy, including defining audiences, for these efforts.

As we plan for the future of Freedom to Read, Inc., it is apparent that purchasing a suitable property to house our volunteers, store our shipments, and serve as a "home base" is needed. Fulfilling this need will require a fundraising strategy far exceeding current efforts. We anticipate the financial resources necessary to meet this goal are \$5 million.

Additionally, we are excited that managing the mission of FtR has become more demanding. These new demands, however, present a strain to our current all-volunteer team. Freedom to Read, Inc.'s success has created the need to contract the services of a paid Executive Director to manage the activities of the volunteers, negotiate services of outside resources, and to coordinate on-site efforts. Initial research has indicated we can initially fund this position for \$25,000 annually.

A steady, reliable stream of donations is critical for Freedom to Read, Inc. to maintain our current, and projected, support of the literacy centers in the Bahamas. It will be a top priority in 2017 to identify and solidify an arrangement with supporters willing to establish ongoing endowment donations.

We will pursue appropriate grant opportunities as well as direct donations.

Personnel

Goal: *To identify and recruit individuals who will be dedicated members of the Freedom to Read, Inc. personnel structure.*

Currently, all tasks are being handled by a handful of individuals. There are four Board Members, and a few other dedicated volunteers. Identifying, tasking and retaining volunteers are high priorities. With the exception of the Executive Director position, the existing structure does not accommodate remuneration for any additional members of the team, so identifying individuals willing to donate their time and expertise is critical for 2017.



Long-Term Goals

Looking beyond 2017, Freedom to Read, Inc. has several goals in mind. Since financial health is critical to any organization, Freedom to Read, Inc. looks forward to creating a reserve account. This financial cushion will help the association fund unexpected, but needed projects. Increasing the number of settlements served will be achievable with more fundraising efforts.

Freedom To Read, Inc.
2017 Budget

Income		
Donations		\$5,040,500.00
Cash	\$5,040,000.00	
In-Kind	\$500.00	
Grants		\$10,000.00
Indirect Support		\$250.00
Amazon Smile	\$200.00	
PayPal Giving Fund	\$50.00	
 Total Income		 \$5,050,750.00
Expenses		
Supplies (libraries)		\$7,500.00
Shipping (libraries)		\$2,500.00
Travel (libraries)		\$12,750.00
Airfare	\$1,600.00	
Lodging	\$6,000.00	
Car Rental/Gas	\$3,500.00	
Communication	\$150.00	
Meals	\$1,500.00	
Web Hosting/Domain Name		\$150.00
Postage		\$100.00
Printing		\$100.00
Promotional Materials		\$750.00
Legal/accounting		\$200.00
Executive Director		\$25,000.00
Property/Improvements		\$5,000,000.00
Business License/Fees		\$75.00
Bank Fees		\$30.00
Online Fees--Paypal		\$100.00
Office Supplies		\$50.00
Development		\$1,100.00
Fundraising	\$750.00	
Outreach	\$300.00	
Grants	\$50.00	
Miscellaneous		\$200.00
 Total Expenses		 \$5,050,605.00
 Net Income		 \$145.00

Assumptions:

Travel expenses assume two trips/year

Flight expense only covers the Executive Director for two roundtrip tickets

Meals expense does not cover those eaten in restaurants or alcohol

