

2017 Annual Report and 2018 Business Plan

January 1, 2018

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 2017

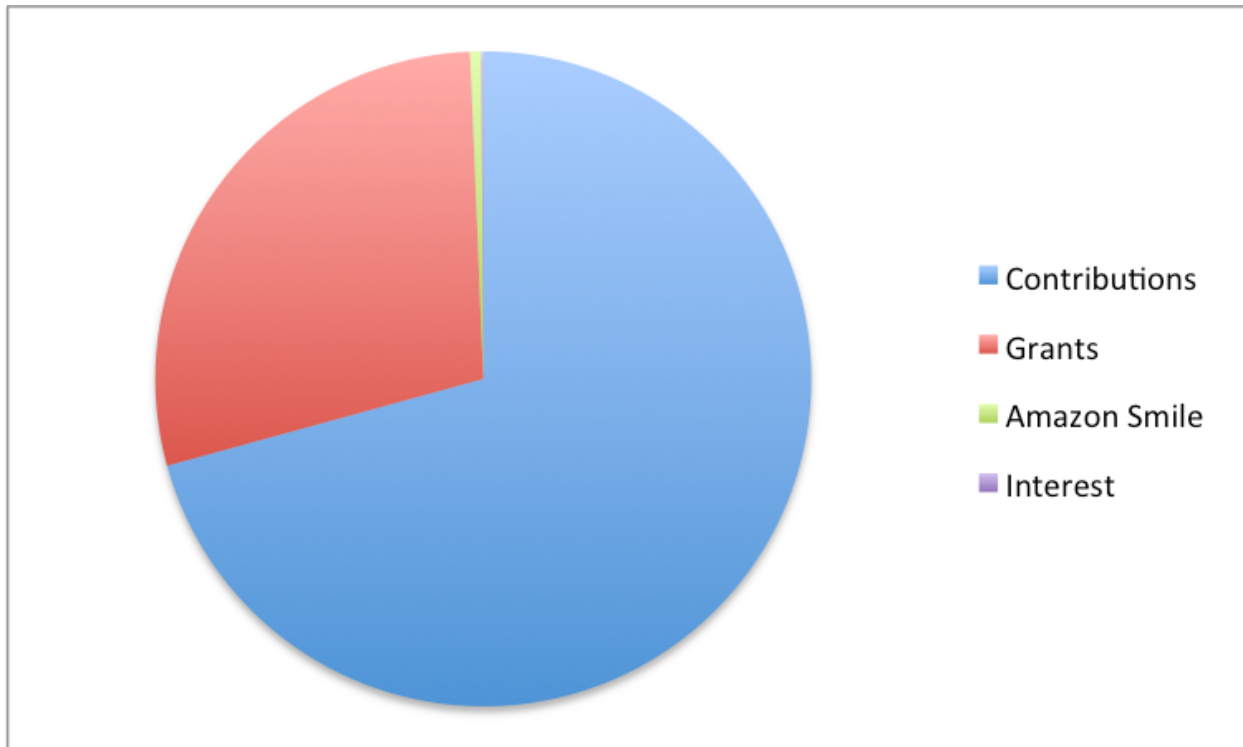
2017 witnessed exponential growth for Freedom to Read, Inc. We shipped more materials to the islands; we were able to work in many of our established library locations; we introduced a new collection management system to a handful of trial sites in collaboration with Follett Library Services; and, we 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 six pallets of books and supplies to almost every one of the literacy centers we support.
- Conducted on-site visits to Harbour Island, Bluff, Gregory Town, Current, Upper Bogue, Black Wood, Hatchet Bay, James Cistern, Palmetto Point, Tarpum Bay and Wemyss Bight on Eleuthera. During on-site visits, Freedom to Read, Inc. volunteers cleaned library spaces, culled collections, labeled and created checkout cards for new materials, shelved materials, consulted with and trained library attendants, reorganized and delivered collections among centers, and began data entry for the collection management software.
- Partnered with Bahamas Methodist Habitat to renovate/revitalize several centers.
- Met the Prime Minister of the Bahamas, the honorable Dr. Hubert Minnis, to introduce him to the work Freedom to Read, Inc. is proud to perform for his constituency.
- Met with several governmental representatives including Rickey Mackey, North Eleuthera Member of Parliament, Ivan Ferguson, North Eleuthera Administrator and Gilbert Kemp, Central Eleuthera Administrator 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.

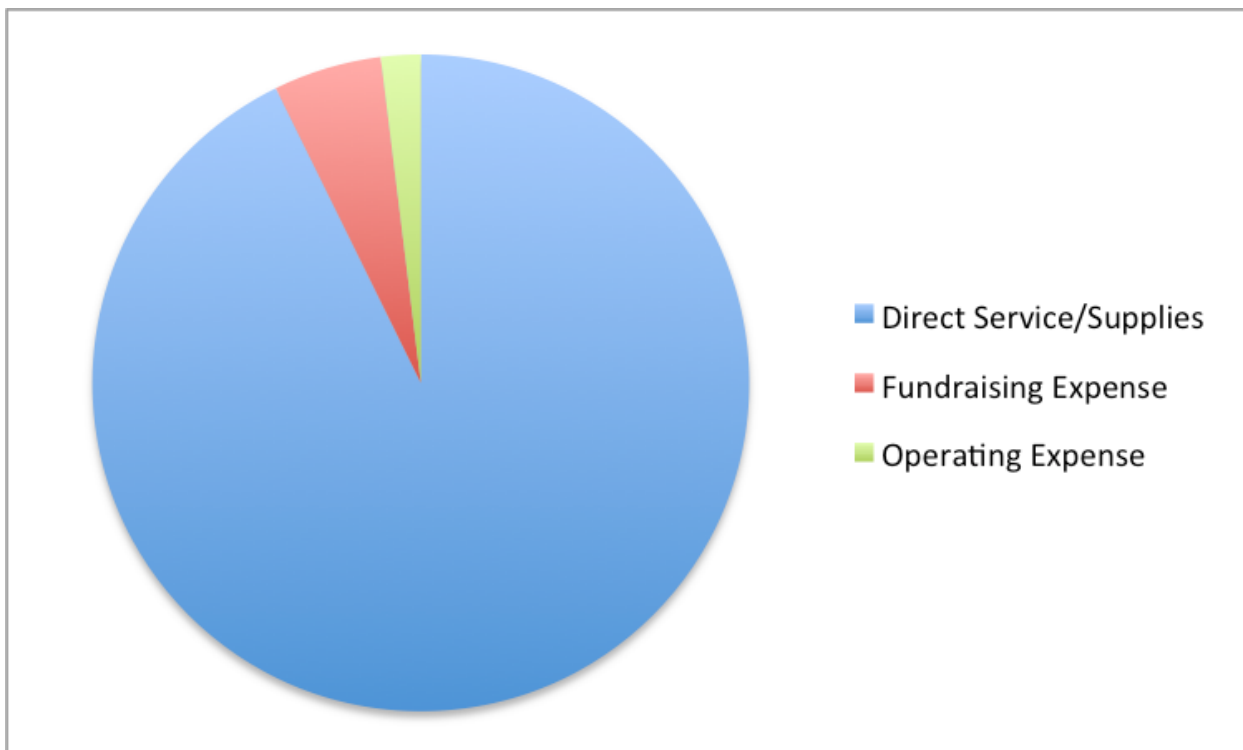
All of the accomplishments of the year were made possible through generous personal and corporate donations.



2017 Revenue



2017 Expense



93 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>2017 Donors</u>	<u>2017 On-Site Volunteers</u>	
Ann Marie Adams Ardent Mills Anne Bentley Joan Braithwaite Tammy Budahn-Haeni Barry Cadet, Cadet Car Rentals Daniel Caldwell Justin F. Charles Jane Dragnich Stephanie Fischer Follett Library Services Angelique Forbes Nicole Froehlich James Gleason Erik Guttormsen Great Lakes Warehousing Mark Hertzberg Dirk Ingram Jen Spier Keedy Kenosha Unified School District Laura Kirk Carol Larsen Crystal Lawson Jacqueline Liesch Kris McCarty Mary Modder Angel Mulhern David Mykytiuk Beth Nottingham Bo Palmer Rainbow Inn Seafood Restaurant & Bar Rick Redalen Joan Roehre Ashley Roman Barbara Rosenstock Terri Schmidt Seacor Island Lines Pam Shore Jerry Shpargel Susy Siel Karen Sorenson George Spencer Rebecca Stolfi Laura Tucker Stephanie Tucker Jennie Tunkieicz Anne Wasilevich Paula Webb	Menishca & Omar Barr Andrea Bethel Kevin Breckenfeld Katherine Bullard-Nelly Carol Butler DaVaughn Cartwright Gordon Cash Lucien Cash Stacey Cofiori Kathy & Bob Colman Daddy Joe's Restaurant Jennie Darville Saundra Davis Andy Deal Ricardo Dean Valerie Douglas Janice Erickson Stephanie Fischer Shawna Freels Nicole Gamez James Gleason Emily Goldberg Gabriela & Tino Hudson Joyce Hwylka Leveda Ingraham Deja Johnson Desmond Johnson Lerenda Johnson Tiffany Johnson Warren Johnson Marilyn M. LaFleur Heather Larsen-Alonzo Michelle Larsen Patricia Lepp Herb Mackey Rickey Mackey Susan Martin Ann McGinness James Munroe Dina Munroe-Whitaker	Bo Palmer Joanie Plourde Sherry Revis Angie Richter Caroline Rolle Sue Rolle Alicia Sands Matthew & Laurie Schilowitz Susy Siel Beau Siel Tishara Smith Rebecca Stolfi Monique Sweeting Andrew Thompson Betty Thompson Frances Thompson LaVonda Thompson Monica Thompson Rosemarie Thompson Rhonda & Richard Wasserman Zev & Mish Wasserman Kal & Clara Williams

Overview for 2018

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 2018:

- Increase capacity for accomplishment by adding volunteers to the Board of Directors and committees
- Expand fundraising efforts
- 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 public/private partnerships with Bahamian politicians, business-people and other organizations 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 2018

Programs and Projects

Black Wood

Goal: *To assist the settlement in establishing and maintaining a collection.*



The Black Wood settlement began working with Freedom to Read, Inc. in 2016. During 2017, the local government put shelving in place and FtR, Inc. volunteers installed the initial collection. The library was opened to the settlement. We plan to train a library attendant and supplement the collection in 2018.

Long term: Continued support and training.

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. 2017 brought more excitement to this library. Not only was a new attendant hired and trained, it was chosen as one of the initial test sites for the Destiny Online collection management software. FtR, Inc. spent a great deal of time with the attendant performing data entry. It is expected this task will be complete in 2018 and use of the software will begin. We are also providing training and support with Google tools for both the library attendant the patrons.

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



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. During 2017 we were able to assist the library supervisor in procuring funding through the local government for air conditioning units and a necessary addition of a bathroom. We look forward to our continued collaboration in this settlement.

Long term: Continued enhancements to the collection as well as continued support for the library supervisor.

Upper Bogue

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

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 2018. 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.

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, Inc. volunteers worked side-by-side with local residents and community leaders to rebuild a suitable center. Colman Architects from Governor's Harbour generously donated materials and man hours to begin construction on the shelving, helping to move this project forward. Work continues on this project to this day. We are grateful for the donation of paint from Daniel Caldwell and his family. Once construction is complete in late Spring of 2018, Freedom to Read, Inc. will install an entire collection and offer training and support to the library attendant. We're looking forward to the grand opening of this site in June 2018!

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

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 2014 and 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. The following year, 2016, we partnered with Colman Architects out of Governor's Harbour to have shelving built in this space. We successfully installed a collection at this library. Despite our best efforts, the library, unfortunately, remained closed. In 2017, we established relationships with new government leadership in this settlement. We are excited to continue working together so that this site will soon be in a condition to receive additional materials, support to the attendant and re-open for public use.

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

Hatchet Bay Library

Goal: *To continue to support the library in this settlement with materials and integration of Primary School activities.*

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.*

Renovation work was completed on this library in 2017 and the settlement celebrated with an exciting grand re-opening! In 2018, Freedom to Read, Inc. will work with the attendant to expand the use of the Destiny Online collection management software to this site. We will train the library attendant in its use and data entry is expected to begin. We are also providing training and support with Google tools for both the library attendant and the patrons.

Long term: Continued support and enhancements to the collection.



Haynes Library

Goal: *To begin implementation of Destiny Online collection management.*

This beautiful library, one of the original libraries on the island, has been chosen as one of the expansion sites for the Destiny Online collection management software. In 2018, Freedom to Read, Inc. will work closely with the Library Supervisor to manage data entry and use of the system.

Long term: Continued collaboration.

Palmetto Point Library

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



With renovations complete, this library is seeing increased patronage. Additions were made to the collection in 2017 and will also be made in 2018. This location will also become one of the libraries to receive the Destiny Online collection management software. The library attendant will be trained and data entry will begin.

Long term: Continued support and enhancements to the collection.

Savannah Sound Library

Goal: *To collaborate with local leadership to establish a library in this settlement.*

Local leaders asked Freedom to Read, Inc. to assist them in plans to open a library for this settlement. A building has been identified and renovation work will begin on the site during 2018. We will help design the space for maximum use and will eventually supply the initial library collection. We're very excited about this new opportunity to bring access to literacy to Savannah Sound!

Long term: Provide and install an initial collection and train the library attendant.

Sir George Roberts Memorial Library

Goal: *To continue to support the library in this settlement and provide training and ongoing assistance with data input for the Destiny Online Collection Management system.*



In 2017, this long established library was chosen as one of the test sites for the Destiny Online collection management software. Volunteers and library staff began data entry. In 2018 Freedom to Read, Inc. will complete data entry and Destiny will be up and running for patron use.

Long term: Continued support and enhancements to the collection in addition to providing training for the library supervisor on the usage and maintenance of the Destiny Online software. Also we will assist in Google tools training.

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. During 2017 we visited this site and supplied an extensive update to the collection as well as worked on library management processes.

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. made significant upgrades to this collection in 2017, including some specifically requested leveled-readers. This continues to be a vibrant library due to the dedicated library staff.

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 and 2017, we added to the collection in an effort to keep the materials updated. During 2018, we plan to revisit the library and determine what next steps are appropriate. We are also providing training and support with Google tools for the students and staff at NEHS.

Long term: Continued support and enhancements to the collection.

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. Freedom to Read, Inc. has sent an initial collection of books to EEO's Resource Center at Harbour Island All-Age School, which is in active use by the students. Volunteers completely reshelfed all the materials at this site and installed the Destiny Online Collection management software. We began the process of data entry and training the EEO staff in its use. We plan to continue 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 \$75,000 in 2018 as a stretch goal or \$40,000 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 filled by our Executive Director. Eventually, we will need to fill this position with a dedicated individual, who will be responsible for designing a strategy, including defining audiences, for these efforts.

During 2017, we added a new fundraising vehicle--Amazon Associates program. This program through Amazon offers us even greater contributions based on any purchases made through Amazon using our link, https://www.amazon.com/ref=as_li_ss_tl?&version=1.3&linkCode=sl2&tag=freedomtoread-20&linkId=f231d36687189bdcb8fb59f7582e8e54. As we develop new, or refresh existing collateral material, we will use it to ask our supporters to shop with Amazon using this new program.

Additionally, we are excited that managing the mission of FtR, Inc. 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 such as Follett K-12 Content Solutions, and to coordinate on-site efforts. 2017 marked the first year FtR, Inc. provided a stipend specifically to remunerate for work done on-site. We hope that in the future, we will also be in a position to contract for administrative work completed to enable our on-site efforts, but that work will continue to be done on a volunteer basis for the time being.

A steady, reliable stream of donations is critical for FtR, Inc. to maintain our current, and projected support of the literacy centers in the Bahamas. It will be a top priority in 2018 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 completed 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 2018.

Long-Term Goals

Looking beyond 2018, Freedom to Read, Inc. has several goals in mind. Since financial health is critical to any organization, Freedom to Read, Inc. looks forward to adding to our 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.--2018 Budget

Income		
Donations		\$ 25,500.00
Cash	\$ 25,000.00	
In-Kind	\$ 500.00	
Grants		\$ 10,000.00
Indirect Support		\$ 275.00
Amazon Smile	\$ 200.00	
PayPal Giving Fund	\$ 50.00	
Interest Income	\$ 25.00	
Total Income		\$ 35,775.00
Expenses		
Supplies (libraries)		\$ 7,500.00
Shipping (libraries)		\$ 2,500.00
Travel (libraries)		\$ 19,250.00
Airfare	\$ 1,600.00	
Lodging	\$ 6,500.00	
Car Rental/Gas	\$ 4,500.00	
Communication	\$ 150.00	
Meals	\$ 1,500.00	
Stipend	\$ 5,000.00	
Web Hosting/Domain Name		\$ 75.00
Postage		\$ 50.00
Printing		\$ 100.00
Promotional Materials		\$ 800.00
Legal/accounting		\$ 100.00
Business License/Fees		\$ 75.00
Bank Fees		\$ 30.00
Online Fees--Paypal		\$ 200.00
Office Supplies		\$ 1,550.00
Development		\$ 1,100.00
Fundraising	\$ 750.00	
Outreach	\$ 300.00	
Grants	\$ 50.00	
Miscellaneous		\$ 200.00
Total Expenses		\$ 33,530.00
Net Income		\$ 2,245.00