Annual Report
2017-18

Inspire a child's next chapter.
Dear Friends:

Thanks to you, we’ve closed the book on another successful year at SMART (Start Making A Reader Today). My second and final year as Board Chair was filled with hard work, exciting innovation and most importantly, bringing the joy of reading to 10,802 children across Oregon – an 11-year high in SMART’s service. We were able to accomplish this thanks to over 4,500 volunteers, and our community of supporters, donors, educators and champions across the state. I am so grateful for this support.

The 2017-18 year also marked the beginning of a new strategic plan for SMART focused on reaching children in new and different ways, doubling down on fostering print-rich environments for children, increasing SMART’s profile, and continually refining and improving operations with an eye toward sustainability.

We’re particularly energized about SMART’s new Out-of-School Time (OST) model, which is focused on reaching students before- and after-school and during the summer. The needs of children in our state are changing, and I’m proud of SMART’s ability to adapt our services to meet changing needs and opportunities. The OST model will reach more kids who’d benefit from SMART during times when they’re not in school or accessing other services, and presents opportunities to recruit new volunteers and partner with diverse communities. OST pilot programs will include communities throughout the state next year.

We also began to see momentum and growth in SMART’s consultation services, working with organizations and municipalities around the country that are interested in creating SMART-like programs. This work generated over $100,000 in earned revenue for SMART, representing a new funding stream with ripe potential. Next year, we’ll build out our consulting offering and proactively promote our services.

As you can see, it’s an exciting time at SMART – and you’re an important part of our work; we couldn’t do it without you. Thank you for your support and partnership in igniting a lifelong love of reading and learning in Oregon kids.

Peggy Maguire
Board Chair, 2017-18
**ORGANIZATIONAL UPDATE**

**2017-2020 Strategic Plan**

SMART is making tangible progress against the seven strategic priorities established as part of our 2017-2020 Strategic Plan:

**Reach:** Stay true to our core, fixed values – one-on-one reading support, access to books, evidence-basis of strategies – while exploring where we can be flexible in responding to new considerations and opportunities related to equity and the broader education landscape.
1. Investigate and pilot an out-of-school program model
2. Focus on creating a print-rich environment for children

**Awareness:** Drive awareness of SMART through thought-leadership in order to increase access and funding.
3. Establish SMART as trusted expert partner in early reading by forming strategic partnerships
4. Influence policy to embed SMART into formal education programming

**Sustainability:** Ensure that growth is aligned with our focus on equity, quality and financial sustainability.
5. Establish long-term revenue vs. expense strategies in context of program goals
6. Define role of technology in program and process
7. Enhance retention and development of each employee

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**SMART By the Numbers: Since 1992**

- 2,721,583 books given to kids
- 211,135 students served
- 4,288,476 volunteer reading hours
- 134,389 volunteers
- $107 million in donated economic investment into Oregon*

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*Based on the hourly value of volunteer time of $24.69 from IndependentSector.org*
FINANCIAL OVERVIEW

Assets: $5,565,847 (As of June 30, 2018)

Liabilities and Net Assets: $5,565,847 (As of June 30, 2018)

Revenue: $4,721,041 (As of June 30, 2018)

EXPENSES

Direct Program Expenses: 70%

Fundraising & Partnerships: 21%

Core Mission Support: 21%
SMART conducts annual surveys of principals, teachers and parents whose students participate in SMART. The 2017-18 results revealed:

- **87%** of responding educators said SMART contributed significantly to reading motivation and engagement for their students.
- **94%** of responding parents indicated their children significantly benefited from the SMART program.
- Over **95%** of SMART students consistently showed improvement in measures of literacy development.

SMART focuses on cultivating reading motivation and enjoyment, and students consistently showed improvement in these measures:

- **94%** improved in exhibiting confidence in reading skills.
- Over two-thirds (**69%**) of SMART students met or exceeded grade-level benchmarks in reading motivation.
- Three-quarters (**75%**) of SMART students showed improvement toward reading motivation benchmarks.

**2017-18 SMART OUTCOMES**

- **Children Served:** 10,802
- **Volunteers:** 4,898
- **Volunteer Hours:** 140,516
- **Books Given Away:** 141,569
- **Donated Value from Volunteer Hours:** $3,469,340

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EQUITY AT SMART

SMART continually strives to be more inclusive, welcoming and aware when it comes to the children we serve, our volunteers, our communities, and our staff. Following is a look at what this work included in 2017-18:

Operationalizing Equity:
- Created a proactive plan for language translation
- Built internal knowledge and capacity for ongoing training of staff on equity-related issues
- Set and achieved diversity thresholds for applicant pools in the hiring process

Staff & Board Development:
- Through partnership with the Oregon Community Foundation, led equity-focused trainings with leadership volunteers in Medford, Klamath Falls, Coos Bay, Roseburg, and Hood River
- Instituted monthly equity discussions for staff on various topics to advance learning
- Board Governance Committee prioritized diversity in new member recruitment process
- Board of Directors attended full-day equity training session

Program
- Added books reflecting diverse family structures to permanent collection
- Trained leadership volunteers on inclusive book selection practices
- Created new pilot program reaching students outside of school day through diverse community-partner organizations
- Renewed attention and investment in diverse volunteer recruitment; program staff set goals to retain and recruit diverse volunteers
- Increased and improved tracking of volunteer race and ethnicity
- Showcased culturally specific books at community events
- Included equity components in new volunteer orientation process and training tools

Partnerships and Community
- Developed Partnership Guide providing guidance for staff in working with diverse organizations

External Communication
- Developed preferred language framework and glossary, trained staff and volunteers on language
- Added translation function to website
DEVELOPMENT INITIATIVES

Sponsor a SMART School: Our Sponsor a SMART School initiative has continued to grow with businesses, foundations and individuals helping sites in their communities thrive by providing volunteers and financial support.

Contact: Heather Ohta, 971-634-1610, hohta@getsmartoregon.org

THANK YOU TO OUR 2017-18 SCHOOL SPONSORS:

Leading for Literacy Sponsors
Avangrid Renewables*
Daimler Trucks North America*
First Tech Federal Credit Union*
Genentech*
Hampton Lumber*
Kaiser Permanente*
KinderCare Education*
PCC Structurals*
PNC Real Estate*
Synopsis
The Ed and Romell Ackley Foundation
Umpqua Bank*
Wells Fargo*

Empowerment to Succeed Sponsors
Cascade Employers Association
Harry & David
InnSight Hotel Management
Larson Legacy Foundation
Moda Health
Portland General Electric
Regence BlueCross BlueShield of Oregon
Starker Forest, Inc.
Starseed Foundation*
TransCanada

Building Self-Confidence Sponsors
Applied Materials Foundation
Asante
Deletype
Gannett
Holliday Jewelry & Kiwanis
KOBI-TV
Lane Powell
Laturno General Contracting Inc.
Lithia, Inc
Medford Fabrication
Rogue Disposal & Recycling
Rogue Valley Manor
Rotary Club of Medford Rogue
Superior Electric & Construction LLC
Tec Labs, Inc

* Business sponsoring more than one school

SMART GIVING SOCIETIES

SMART Circle: In 2017-18, nearly 200 individuals and families made gifts of $1,000+ to bring SMART to kids in their local communities. We recognize these donors as part of the SMART Circle, a special group of committed supporters statewide. Contact: Alayna Herr, 971-634-1626, aherr@getsmartoregon.org

Leaders for Literacy: This special giving society recognizes our most generous individual supporters. In 2017-18, more than 40 individuals and families made significant investments in SMART in their local communities. Contact: Sharon Benson, 971-634-1620, sbenson@getsmartoregon.org

Legacy Society: Contributors who include a provision for SMART in their estate plans join SMART’s Legacy Society. Estate plans include a will, living trust, life insurance policy or retirement plan. In 2017-18, eight individuals became members. Contact: Sharon Benson, 971-634-1620, sbenson@getsmartoregon.org

Endowment Fund: A robust endowment provides a steady stream of income, diversifies our funding base, lessens reliance on annual fundraising efforts, and better positions SMART for growth. As of June 30, 2018, the market value of SMART’s endowment is $1.94 million. The fund was established in 1992 and is housed at the Oregon Community Foundation. SMART accepts funds for the endowment through estate gifts or outright gifts. Contact: Sharon Benson, 971-634-1620, sbenson@getsmartoregon.org
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**Our Mission:**
We engage community volunteers to read one-on-one with PreK through third-grade children who need literacy support. Participating children also receive new books each month to keep and read with their families.

**Our Vision:**
An Oregon where every child can read and is empowered to succeed.

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**Thank You**
We extend our deepest gratitude to our thousands of volunteers, supporters and donors across the state who help us ignite a love of books and reading in Oregon children. To learn more about how SMART is making a difference in the lives of Oregon children, please visit our website at www.getSMARToregon.org.

**Executive Staff:**
Chris Otis, Executive Director
Jessica Bowersox, Communications Director
Alexis B. James, Program Director
Beth Katona, Director of Development Operations
Jonathan Wexler, Director of Finance & Administration

**2017-18 Board of Directors:**
**Officers**
Peggy Maguire, Chair
Terri Browning, Vice Chair
Karin Holsinger, Secretary
Hank Sigmon, Treasurer
Elizabeth Large, Immediate Past Chair

**Directors**
Johnell Bell
Greg Chaillé
Monique Hayward
Ray Holliday
Behzad Hosseini
Anna Hutson
Jody Marshall*
Adam Morris
Diana Nunez
Tom O’Keefe
Sarah Redgrave
Jane Teater

*Associate Board representative