

BUDDING READERS INC. - OPERATING GUIDELINES

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*Compliments of Jan Murphy & Tam Spitzer

BUDDING READERS INC. OPERATING GUIDELINES

(LAST UPDATED SEPTEMBER 19, 2022– BY TAM SPITZER)

APPROVED BY THE BOARD – SEPTEMBER 2022

I. VISION

Children of all socioeconomic backgrounds will have a lifelong love of books and a passion for reading.

II. MISSION

To educate, encourage and equip parents to read with their infants and young children as a natural part of their daily routine. Ontario County, NY is our primary focus. However, when we have sufficient books and funds, we may support projects outside of Ontario County that align with our mission.

III. STRUCTURE

A. Tax-Exempt Status:

Budding Readers Inc. is an independent 501(c)(3) charitable organization allowing Budding Readers Inc. to apply for grants, accept tax-exempt charitable donations, and make tax-exempt purchases. Budding Readers, Inc. is also registered with the NY State Charities Bureau.

B. Board of Directors:

The Board will “govern” Budding Readers in a manner consistent with the BR Vision, Mission, and goals. Decisions and policies for all BR programs are the responsibility of the Board. “Governing” includes decisions concerning new programs and revisions to existing programs, as well as maintaining and updating corresponding printed materials; maintaining fiscal oversight and integrity; planning fundraising; reviewing and revising Board policies and practices; recruiting new Board members and volunteers and being external community advocates for Budding Readers. It is also the responsibility of the Board to secure appropriate supplies and storage facilities.

1. Composition of the Board:

Board officers include a Chairman, Treasurer, Fundraising Coordinator, and Secretary. The Board also includes the Director of Programs, and at least one representative from each BR program (each community program, Thompson, WIC, & Healthy Families). A program coordinator can also be a Board officer. (See Appendix C, page 23 for descriptions of these and other positions.) Board officers can be nominated or can volunteer for the position. Budding Readers is an all-volunteer organization with no paid staff.

2. Standing Committees of the Board:

There are five standing committees of the Board. All standing committees bring their results and proposals to the full Board for approval. It is recommended that when committees commence their work on July 1, they create goals for the year and a tentative meeting schedule for the year. Each Board member is expected to serve on at least one standing committee. Generally, terms of service on standing committees will coincide with one’s term of service on the Board. In addition, temporary task-specific committees can be established as needed. With Board approval, both standing and temporary committees can have non-Board members. Board members will either volunteer or be appointed to appropriate committees.

a. The Finance Committee:

The Finance committee is responsible for drafting and reviewing the BR Financial Policy and the BR Reserve Policy (Appendix D, page 30). The Finance Committee meets annually to propose the new budget, cushion percentage, and reserve percentage for the upcoming fiscal year. These calculations determine the excess spendable funds available for special projects (See Section IV-B-2). Every other year, the Reserve Policy is reviewed and re-evaluated. All proposals of the Finance Committee will be presented to the Board at the July meeting for discussion, potential revision, and/or approval. **Members:** Board Chair, Director of Programs, Treasurer, Fundraising Coordinator, and at least one other Board member.

b. The Governance Committee:

The Governance committee is responsible for regularly (at least every 2 years) reviewing and assessing BR policies and procedures, making sure that they are up-to-date and correctly reflected in the Operating Guidelines, and that the Operating Guidelines and Bylaws are internally consistent. This requires noting policy changes and revisions that occur at meetings to ensure that the committee includes them in the next revision of the Operating Guidelines. All proposed revisions/changes to the Operating Guidelines will be brought to the board for final approval. Members: Board Chair and at least two other Board members.

c. The Nominating Committee:

The Nominating committee is responsible for keeping track of the tenure of Board members and actively seeking out and recruiting/interviewing potential new Board members as needed. Anyone can recommend possible candidates to the Nominating Committee. The nominating committee will regularly review and update the Expectations and Responsibilities of Board Members (see Section IV-C-5-e, p. 8), as well as orient and train new Board members. **Members:** Board Chair and at least three other community program Board members. The process is described in Appendix E, page 31.

d. The Fundraising Committee:

The Fundraising committee is responsible for regularly (at least every 2 years) reviewing BR's overall approach to fundraising, looking specifically at how effective it is in terms of raising the desired funds through grants and donations, and what changes and/or new approaches could be used to increase effectiveness. Proposed new fundraising initiatives will be brought to the Board for approval before they are undertaken. **Members:** Board Chair, Director of Programs, Treasurer, Fundraising Coordinator, Newsletter Coordinator, and at least one other community program Board member.

e. The Newsletter Committee:

The Newsletter committee is responsible for the creation and production of the annual Newsletter, which is the primary information and fundraising vehicle for Budding Readers. This committee will be active from mid-May through September to guarantee mailing the annual Newsletter in early October. A final draft of the Newsletter is circulated to the Board for review before it is sent to the printer. Members: Newsletter Coordinator, Fundraising Coordinator, Director of Programs, and at least two other members.

3. Additional Committees of the Board:

The Board may form temporary, task-specific sub-committees, as needed. Their work and suggestions will come to the Board for approval. Once the work of the sub-committee is brought to the Board, and the final decisions concerning that issue have been made, the sub-committee is automatically dissolved. These sub-committees can be volunteer or appointed, and may, with Board approval, include non-Board members.

C. Volunteers:

Everyone involved with Budding Readers is a volunteer. There are no paid staff and all Board members are volunteers. Additional volunteers play a critical role in keeping Budding Readers Programs operating. Volunteers typically assist with Canandaigua WIC, Thompson birthing classes, community bundle deliveries, organizing and preparing books for WIC and Thompson, the Newsletter, working at the Budding Readers "Store", and/or advocating for BR.

D. Priorities and Programs:

1. Program Priorities:

It is the priority of Budding Readers to provide books and parent education for families with infants, toddlers, preschoolers, and entering UPK and kindergarten children in Ontario County. Providing books for older school age children or programs outside of Ontario County may be possible on a project-by-project basis.

2. BR has six committed and budgeted programs:

a. Community Programs:

There are programs in the Bloomfield, Canandaigua**, Honeoye, Marcus Whitman, Midlakes, Naples, Red Jacket, and Victor** school district communities. They provide a free bundle of books and the BR Parent Guide to families with babies under 3 years of age and two books for each sibling 7 years of age and under. Gifting books to siblings older than 7 is up to the discretion of the volunteer performing the delivery. Some community programs offer additional follow-up books to original bundle recipients 2 – 3 times each year via coupons sent in the mail.

**The Canandaigua and Victor programs are restricted to low-income families and are thus not open to *all* children in those communities. Names for potential bundle recipients in these communities are predominantly obtained through our WIC program.

b. WIC Partnership:

The partnership began in 2010. In partnership with the Finger Lakes WIC (Women, Infants & Children) office in Canandaigua, each child may receive a new book at each appointment (potentially every 3 months from birth to age 5). BR volunteers also spend time in the office for five 2-hour shifts each month talking with parents about the importance of reading and handing out our Parent Guide or other educational materials for parents. Geneva WIC families were served by Budding Readers from July 2012 to July 2014. 1500 books later, the service to these families was transitioned to *Geneva Reads*.

c. Thompson Hospital:

Started July 2012. BR volunteers attend the last session of each birthing class to educate expectant parents about the importance of reading to their babies from the start and gift a bundle of books to each family. In 2017, BR started providing books to the “sibs” class Thompson Hospital offers to children with a new baby on the way (less than 30 books per year).

d. Healthy Families Ontario County:

Started in 2017. BR provides at least 200 books each year and educational materials for Healthy Families staff to use with their high-risk families on home visits.

e. Family Promise Ontario County:

Started in 2019. Family Promise began service in Ontario County in late 2018. Budding Readers provides children’s books when families “graduate” from the program, meaning settled into sustainable housing.

f. Supporting Literacy in Our Communities:

Since 2013, BR has gifted a new book to each UPK and Kindergarten student in our 8 communities as well as children at Head Start and a few small nursery schools. When we are able, and with Board approval, BR will donate/gift additional books to support literacy in our communities and Ontario County.

3. Supporting Programs Outside of Ontario County:

When funds and books permit, the Board may vote to support programs that align with our mission.

IV. POLICIES AND PROCEDURES

A. Purpose:

The purpose of establishing a set of BR Operating Guidelines is to guide us as we expand, prevent misunderstandings between our members, and preserve the quality of the BR programs and our name. This document should be reviewed and updated at least bi-annually. Changes can be made to this document by majority vote of the Board.

B. Organizational Policies and Procedures

1. Organizational Priorities:

It is the priority of Budding Readers to provide books and parent education to families with infants, toddlers, preschoolers, and entering UPK and kindergarten children. Providing books for older school age children may be possible on a project-by-project basis.

2. Financial Policy:

The fiscal year for Budding Readers is July 1 to June 30, as stated in the Bylaws.

The Financial Policy for Budding Readers has four components:

- a. **Annual Proposed Budget** for the upcoming fiscal year (Operating Funds for the next year).
- b. **Cushion** - An additional percentage of the proposed budget that will allow for flexibility in the upcoming fiscal year (also part of the Operating Funds for the next year) *.
- c. **Spendable Excess** is the Remainder, which is available for additional spending or special projects. Remainder = Total assets (CNB Corporate Account + Petty Cash) – (Budget + Cushion + Reserve Fund)
- d. **Reserve Fund** – calculated each year based on a percentage of the average expenses of the previous 5 years. This money is set aside for unforeseen expenses or income shortfalls. * This money is not spendable without Board approval. See Appendix D, page 30 for the BR Reserve Policy.

*In the initial year (2016), the cushion was set at 20% of the proposed annual budget, and the Reserve Fund was set at 75% of the average of the prior 5 years' expenses.

3. Confidentiality:

All Board members and volunteers are expected to keep confidential any personal information about the families we interact with at WIC or in any of our other programs.

4. Parent Education:

No books are dispensed without attempting to provide **parent education/** guidance (printed or spoken).

5. Budding Readers Book Labels:

No books are dispensed without a **Budding Readers label**. One label per book. We have two types of labels (small gift label & book plate label). See images and descriptions of appropriate use. (See Appendix A, page 21).

C. Board of Directors – Policies and Procedures:

Ideally, membership will be between 10 and 14 members, with the goal to stay near the lower number. Board membership must include at least one representative of each existing program.

1. Qualifications & Membership:

Board members are often current or retired educators but can be anyone with a passionate interest in early literacy. Some diversity of backgrounds and ages is desirable. New Board members may be added through a recommendation from the Nominating Committee, followed by approval of the Board.

2. Terms of Service:

Terms of service for Board members, and officers are 3 years and are renewable. Terms will be staggered with the Nominating Committee keeping track. Terms of service start on July 1 to match our fiscal year. It is recommended that six months prior to the end of a Board member's term, they notify the Nominating Committee of their intention to renew for another term or to end their Board service.

3. Resignation and Removal of Board Members:

Should a Board member need to resign before the end of their term, as much notice as possible is appreciated. (See Appendix K – BR, Inc. Bylaws – Article II - Section IV, p. 56.)

4. Board Chair and Director of Programs:

Both the Board Chair and the Director of Programs (acting as CEO) sit on the Board. It is the responsibility of *both* to ensure that the BR vision, mission, resolutions, and directives of the Board are carried out successfully.

- a. The Chairman of the Board ensures that the BR vision and mission are carried out by leading, overseeing and directing the committees of the Board, by effectively setting the meeting agendas and presiding over meetings, and working in concert with the Director of Programs.
- b. The Director of Programs ensures that the BR vision and mission are carried out by working in concert with the Board Chair and by guiding, training, overseeing, and effectively communicating with the coordinators and volunteers of each BR program. (See Appendix C, p. 23 for detailed descriptions for Chairman of the Board and Director of Programs, as well as Appendix B, p. 22, BR Organizational Chart).

5. Responsibilities and Expectations of all Board Members:

Decisions and policies for all BR programs are the responsibility of the Board. This includes the creation of new programs as well as oversight and modification of existing ones. The Board is also responsible for securing volunteers, creating and copying materials, securing necessary space and funding to keep these programs successful. The Board is responsible for recruiting new Board members and being external community advocates for Budding Readers.

- a. Board members will serve at least one 3-year term.
- b. Members should attend and be prepared for all meetings. They will notify others in advance if they cannot attend. Excessive absences may cause the Board to ask the member to step off the Board.
- c. Board members will inform the Chairman when they will be away for an extended period (more than a week or 10 days). Tasks can then be more smoothly transferred to others.
- d. Board members will regularly check their email. Communication is very important to running a successful program, making email an essential tool.
- e. Board members will serve on at least one Standing Committee.
- f. Board members will consider volunteering in one or more Budding Readers Programs.
- g. Board members will help recruit appropriate volunteers and future Board members.
- h. Board members will complete the Conflict-of-Interest Questionnaire annually.

- i. BR will consider requests to do parent workshops in the communities we serve. BR will **not** do staff in-service workshops. Requests for parent education workshops will first be directed to the coordinator for the community from which the request originated. If she is unable to do the presentation, she may call upon other Board members or volunteers for assistance.

6. Meetings:

The Board generally meets at least four times each fiscal year between May and January. Additional meetings may be called as needed.

a. Decision Making:

Decisions and approvals are generally handled at meetings and occasionally by email. Decisions/approvals can hopefully be reached by consensus. When consensus fails, or when a vote should be recorded, a vote will be taken, provided a quorum is present. A quorum is half of the Board members plus one. If there is not a quorum, a decision will be postponed. A majority vote is required.

b. Meeting Contents:

1. Discussion of new issues concerning individual programs or Budding Readers as a whole, as well as reports indicated below and any sub-committee reports.
2. Reports from community programs, WIC, and Thompson indicating the number of books/bundles gifted.
3. Treasurer's report which includes spending and income for the current fiscal year, the projected budget for the current fiscal year, and spending and income from recent years for comparison.
4. Fundraising reports which include interim reports (during the fiscal year) showing the number of donors and dollars received along with comparisons from prior years. At the end of the fiscal year (June 30), a full annual fundraising report is provided to the Board. The full report includes the total number of donors, and dollars received, with comparisons to prior years, as well as current and historical fundraising data by community (number of donors and dollars). For donations of \$50 or more, the amount of the donation and name of the donor will be forwarded to the solicitor. For donations under \$50, only the name of the donor will be provided to the solicitor. Solicitors commonly write personal thank you notes to donors known to them.

7. Potential Dissolution of Budding Readers:

Budding Readers Inc. may be dissolved by a simple majority vote of all Board members. Notice will be given to all agencies with which Budding Readers has a partnership. Upon the dissolution of the corporation, assets shall be distributed at the direction of the Board, for one or more exempt purposes within the meaning of section 501 (c)(3) of the Internal Revenue Code. (See Appendix K, BR Inc. Certificate of Incorporation-TENTH, p. 51.)

8. Honoring Retired Board Members:

This began in 2017 to honor all past Board members. When a Board member retires from the board, books will be purchased in honor of that Board member (\$100 per board member in 2017). Copies of the book will be distributed in that Board member's community in bundles, as sib books, or as coupon books. A copy will be gifted to the appropriate school library, the local library, and the Board member. An "honor" sticker will be placed in/on each book, saying "This book is gifted in honor of XXX who contributed her valuable time and talents to make Budding Readers bloom." The actual books/titles purchased will be chosen by members of the Board.

9. Annually Recurring Board Actions:

- a. **January:** Semi-annual review of budget.
- b. **January:** The Nominating Committee will review Board member tenures on the Board and on Board committees. What positions will need to be filled? This information will be relayed to the full Board either at a January meeting or by email if there is no January meeting.
- c. **January/February:** Annual review of website. Is all contact information correct? Are there suggestion for additions or changes?
- d. **May:** Annual renewal of insurance for BR books (property) and liability.
- e. **May Meeting:** Plan upcoming fundraising drive and Newsletter, targeting former donors, local businesses, organizations, and teachers (both current and retired).
- f. **June:** Annual renewal and payment of rental lease for BR books and materials.
- g. **June:** Annual review of books given to UPK, Kindergarten & nursery schools three times per year.
- h. **June 30:** Terms of service on the Board, committees, and for Board officers expire.
- i. **July:** Annual fundraising report presented and reviewed.
- j. **July:** Review completed fiscal year budget, and proposed budget for the new fiscal year.
- k. **July:** Review & calculate budget, cushion, reserve & spendable excess for the new fiscal year.
- l. **July:** All board members complete the Conflict-of-Interest Questionnaire. (See Appendix K for both the Conflict-of-Interest Policy, p. 63, and the Conflict-of-Interest Questionnaire, p. 65).
- m. **July - Even Years:** Review/Revise Reserve Policy.
- n. **July - Even Years:** Review/Revise Operating Guidelines.
- o. **July Meeting:** Designate membership for each Board committee for the coming fiscal year.
- p. **July Meeting:** Plan fall Volunteer Meet and Greet, if being held.
- q. **August: Community Programs** (where applicable) make sure that a BR “ad” goes into the first fall school district newsletter and that the BR link on the district website is still operational.
- r. **September:** Talk with board members whose terms expire on June 30 of the next year. Knowing their intention to stay on the board, or retire, gives the Nominating Committee added time to fill their position(s).
- s. **October:** Tax filing dates for businesses are determined by the closing date of their fiscal year. The BR fiscal year is July 1 to June 30. The Federal - IRS filing is due by the 15th day of the 5th month after the end of our fiscal year (November 15th). We file a 990N form for the IRS. The NY State filing is due by 6 months after the end of our fiscal year (December 15th). NY State requires a CHAR500 form and the Federal 990EZ. The 990EZ is required to provide details required by NY State. It makes sense to do the NY State filing shortly after completing the Federal IRS filing.
- t. **October: Publication of Annual Newsletter & Fundraising Drive** – allows “free” stuffing of teacher mailboxes.
- u. **October: Volunteers & Friends of BR Appreciation Event (Meet N’ Greet)** – An excellent event; held annually when possible.

10. Individual Programs and the Board:

Once programs are approved by the Board and established, any significant changes in the operation/personnel of the program should be presented to the Board for approval. Minor changes/refinements to the program can be handled within that program, without Board approval. It will be considered an appropriate courtesy to inform the Board of the changes. Starting a new program is covered in Section VII of Operating Guidelines, p. 20.

D. Volunteers - Policies and Procedures:

Volunteers are generally current or retired educators and others with a passionate interest in early literacy.

1. It is expected that volunteers will keep their information with BR current. If they are no longer interested or able to participate with Budding Readers, it is expected that they will let us know.
2. It is expected that volunteers will inform the coordinator they work most closely with when they will be away for an extended period (greater than a week to 10 days). Tasks can then be smoothly transferred to others.
3. It is expected that volunteers will regularly check their email. Communication is very important to running a successful program, making email an essential tool.
4. It is expected that if they volunteer to participate in an activity or event, they will follow through on that commitment, or let us know in a timely manner if a conflict occurs.
5. It is expected that volunteers will keep confidential any personal information about the families we interact with at WIC or in any of our other programs.

6. Volunteer Selection, Orientation, and Training:

Budding Readers has been very fortunate that new volunteers have most often been individuals who are known by someone on the board. Under those circumstances, new volunteers will first be invited to group activities or to “shadow” at WIC or Thompson, before involving them in solo roles at WIC or Thompson, or home deliveries.

When new volunteers are not known to us, their application will be handled on a case by case basis in consultation with other board members, using the following steps. Ask for one reference we can contact, hopefully from a volunteer or work experience, and also interview the candidate. If these steps are successful, utilize their help first in non-contact situations, then have them “shadow” in contact situations, as desired. When/if appropriate, this can be followed by solo in a contact situation with a mentor observing.

Generally, volunteers will be trained by the coordinator of the program in which they will serve, using the materials provided in the Budding Readers Volunteer Information Packet.

a. The Budding Readers Volunteer Information Packet includes:

- ❖ Welcome Letter to Volunteers
- ❖ Brief Overview of BR – our mission, goals, and description of the ways volunteers can help.
- ❖ BR Parent Guide with BR Donor and Information Tri-fold included
- ❖ BR Newsletter
- ❖ WIC instructions, if appropriate
- ❖ Educational tri-folds/ Checklist for Growing Children/ Developmental Milestones of Literacy
- ❖ Sample Spring/Summer/Fall/ Winter Tips for parents at 3 age levels
- ❖ Community bundle delivery instructions, if appropriate
- ❖ Thompson Birthing Class instructions, if appropriate
- ❖ TIDY Group instructions, if appropriate
- ❖ Photo Permission Form
- ❖ Information (parade) card
- ❖ Registration card
- ❖ Extra Volunteer Application Form
- ❖ Budding Readers name tag (Once a completed volunteer form has been received)

b. Volunteer & Friends of BR Meet ‘N Greet Event:

The Board will host (annually or bi-annually) a social event for volunteers, Board members, and friends of BR. It is an excellent opportunity to share information about BR, thank volunteers for their service, and provide everyone with the opportunity to get to know each other.

E. Budding Readers Programs – Policies and Procedures:

1. Community Programs – Policies and Procedures:

All community programs gifted a bundle of books to babies under 24 months of age until July 2018, at which time the eligible age for a one-time bundle of books was raised to 36 months for all community programs.

a. Bloomfield:

The first program; started by Elizabeth Mosher in 2007. They gift a bundle of books and the BR Parent Guide to babies under 3 years of age and two books to each sibling 7 years and under, in the Bloomfield School District. Since 2013 books have been given to UPK, K, and nursery school children annually. Gifting at Christmas time has been done in several ways. In 2011 & 2012 Ann R. gave books to families who received BR bundles in the prior two years. Christmas books have also been given to UPK, K, and nursery school children.

b. Honeoye:

The program began in 2009. They gift a bundle of books and the BR Parent Guide to babies under 3 years of age and two books to each sibling 7 years and under in the Honeoye School District. Since 2011, Honeoye has offered follow-up books twice each year. Coupons are sent to past bundle recipients until age 5. They can be redeemed for a new book at the elementary school or the Honeoye Library. Names are dropped after 3 consecutive unredeemed coupons. Books have been given periodically to the nursery school and Kindergarten children. Honeoye does not have UPK. In addition, infant and toddler books have been given at Christmas time, as needed, to Honeoye's Operation Secret Santa.

c. Canandaigua:

The program began in 2012. The focus is low-income families. Volunteers gift a bundle of books and the BR Parent Guide to families in the Canandaigua School District with babies under 3 years of age and two books to each sibling 7 years of age and under who are served by WIC. "Bundle Invitation" cards are displayed and available at all times at WIC. In addition, BR volunteers offer "Bundle Invitations" to families in the Canandaigua School District, as well as other communities we serve. Since 2013 books have been given to UPK, and Head Start children annually. In Canandaigua, CRP (Canandaigua Reading Partnership) gives Kindergarten books annually. Books are given at Christmas time to the Saint Vincent DePaul program for the needy.

d. Marcus Whitman:

The program began in 2012. They gift a bundle of books and the BR Parent Guide to babies under 3 years of age and two books to each sibling 7 years and under, in the Marcus Whitman School District. Since 2013 books have been given to UPK and K children annually.

e. Midlakes:

The program began in 2011. It gifts a bundle of books and the BR Parent Guide to babies under 3 years of age and two books to each sibling 7 years and under, in the Midlakes School District. Since 2013 Midlakes has offered a follow-up coupon event twice each year, increased in 2016 to three times each year. Coupons are redeemed for a new book at the Clifton Springs or Phelps Library. Coupons are sent to prior bundle recipients until age 5. Names are dropped after 3 consecutive unredeemed coupons. Since 2013 books have been given to UPK, K, and Head Start children annually. Books are given at Christmas time to the local "Angel Gifts" program for needy families.

f. Naples:

The program began in 2012 in partnership with the Naples Library. They gift a bundle of books and the BR Parent Guide to babies under 3 years of age and two books to each sibling 7 years and under, in the Naples School District. In addition, BR educational tri-folds are available at the Naples Library and as part of their story-hour. From 2013 -2018, Naples offered a follow-up coupon event twice each year for prior bundle recipients. Low response caused the program to stop in 2018. Since 2013 books have been given annually to UPK, K and nursery school children.

Books are given, as needed, at Christmas time to the local “Operation Santa” program for the needy. Books have also been given at Christmas time to UPK and K children in partnership with the Naples Rotary.

g. Red Jacket:

The program began in 2012. They gift a bundle of books and the BR Parent Guide to babies under 3 years of age and two books to each sibling 7 years and under, in the Red Jacket School District. Since 2013 books have been given annually to UPK and K children.

h. Victor:

The program began in 2017 with the focus on low-income families in the Victor School District. It is modeled after the Canandaigua program. Volunteers gift a bundle of books and the BR Parent Guide to families in the Victor School District with babies under 3 years of age and two books to each sibling 7 years of age and under who are served by WIC. “Bundle Invitation” cards are displayed and available at all times at WIC. In addition, BR volunteers offer “Bundle Invitations” to families in the Victor School District, as well as other communities we serve. Books were provided to Victor UPK students starting in 2017.

i. Instructions for Delivering Community Bundles:

See Appendix F, page 37 for detailed instructions for bundle delivery in *all* community programs.

j. Data/Spreadsheets:

Each community program keeps track of its own data and deliveries. Copies of the spreadsheet are sent to the Director of Programs, for meeting reports, when requested. Original registration cards should be kept by local coordinators for future reference for one year after the bundle delivery. Data entry errors, or lost data can and do occur.

k. Transferring Names between Programs:

Information about babies that comes to the Director of Programs or program coordinators via email, phone, or registration cards will be forwarded to the appropriate coordinator who will arrange the actual delivery. Families who are part of the WIC-BR program, with infants under 3 years of age, who live in our 8 communities, are “invited” to receive a bundle of books. “Bundle Invitation” cards are displayed and available at WIC at all times. BR volunteers offer them to appropriate parents when they speak with them. Completed cards go to the Director of Programs who forwards them to the appropriate coordinator to arrange bundle delivery.

l. Finding Those Babies:

Since the “dream” of each community program is to find as many babies as possible, many methods have been used and suggested to do this. See Appendix G, page 39 for suggestions.

m. Community Follow-up Programs:

Some community programs (Bloomfield, Honeoye, Marcus Whitman, Midlakes, Naples, and Red Jacket) have experimented with ways to provide books beyond the original bundle. It is a wonderful goal, but too difficult for some programs to manage. Honeoye, and Midakes continue to do follow-up programs with coupons sent to prior bundle recipients two or three times per year. Coupons should be discontinued after 3 consecutive non-redemptions, and after the target child reaches school age (5 years). (Follow-up is not needed in Canandaigua or Victor. Bundle recipients come through WIC and thus already receive on-going books.)

2. WIC Partnership Program – Policies and Procedures:

a. History of the Partnership:

The BR - WIC Partnership with the Finger Lakes WIC program began in 2010. It is managed through their central office in Canandaigua. WIC serves low-income mothers and children from pregnancy to 5 years of age. From 2012 to 2014 BR volunteers also served families at the WIC satellite site in Geneva. That service is now provided by *Geneva Reads*.

In Canandaigua, families were initially served through a coupon system. Under this system close to 2,000 books were distributed each year through the Canandaigua office. The game changed in 2016. Books are now available at WIC any time a family comes in. One book per child per visit. 5,000 – 6,000 books are now distributed annually.

b. Current WIC Partnership Program:

BR has permission to have 4 boxes of books in each of the 3 appointment rooms, and clients can select a new book for each child each time they come in for an appointment. The 4 boxes are: Safe Sleep books, in English and Spanish, Infant books (0-12 mos.), Toddler books (1 -3 years), and Preschool books (3 – 5 years). There are 3 – 4 Spanish/bi-lingual titles in each box. BR was also provided with 3 file cabinets for storage of additional books.

The new 2016 system allows BR to provide approximately 5,000 books annually to WIC families served through the Canandaigua office.

Two separate groups of volunteers keep the program running smoothly. One group, the Tidy Group (See Instructions – Appendix I, p. 43). **“Tidy Group” volunteers come to WIC once a week on non-appointment days** to stock and tidy the boxes in each room.

About once a month 300+ books are brought to WIC, on a non-appointment day, for a “Sticker Party”. BR volunteers sticker books needed for WIC, and they are stored for use at WIC.

The second group of WIC volunteers staff five or six clinics each month (2-hour shifts) and talk with parents about the importance of daily reading with their children, model reading with children, give them a book, and our BR Parent Guide or another piece of parent education. Families with babies under 36 months of age who live in the 8 school district communities we serve are offered a “Bundle Invitation” card to complete to enable them to receive a community bundle of books. The “Bundle Invitation” cards are always on display and available in the appointment rooms. All books gifted to WIC families should have the small BR gift label affixed to the back of the book.

An additional set of 4 boxes of books, like those in the appointment rooms, is designated for use by BR Staff only.

c. Instruction for volunteers working at WIC Clinics:

See Appendix J, page 45 for instructions for meeting with families during WIC clinics.

3. Overlap of WIC and Community Programs:

Families who receive books through our WIC program, can also receive a “bundle of books” through one of our community programs, or Thompson Hospital.

4. Thompson Hospital – Policies and Procedures:

a. Birthing Classes:

BR provides volunteers to each of the birthing classes. Generally, there are 2 to 3 classes per month. Please see Appendix H for instructions for Thompson volunteers.

b. At Each Birthing Class Our Volunteers Provide:

- ❖ Parent education –We are allotted 10 minutes to chat with parents to be. Our volunteers try to instill the importance of daily reading right from birth for the sake of bonding, school readiness and brain development.
 - ❖ Actual bundle delivery to every parent in the class. The bundle includes 8 books, including *Sleep Baby, Safe & Snug* as well as the SIDS prevention pamphlet and magnet from Charlie's Kids Foundation, the BR Parent Guide, BR Newsletter, and 5 Reasons to Read to Your Baby Before Birth. *Read to Your Bunny* is deliberately NOT included. One book in each bundle has the bookplate sticker affixed on a right-hand inside page of the book. The rest of the books in the bundle get the small gift sticker.
- c. Registration cards are completed in our presence, “for our records”. For families living in our program communities, their information is forwarded to the appropriate program coordinator to enter on their spreadsheet as a “delivered bundle” with a Thompson designation. This allows families to be included in any BR community follow-up program and prevents duplication should one of these families request a bundle. The Director of Programs records the others.
- d. In 2016, Thompson Hospital graciously offered to store bundles in the classroom closet. Included are registration cards and envelopes, which are stamped and addressed. Completed registration cards are mailed to the BR Director of Programs.
- e. In 2017 BR also started providing books for their “sibs” class that is offered to families expecting an additional baby. Most commonly children are picking a book to read to their new baby. This is approximately 30 books per year.

5. Healthy Families – Ontario County – Policies & Procedures:

BR provides at least 200 books each year along with educational materials for Healthy Families staff to use with their high-risk families during home visits. The role of their staff is parent education and successful academic outcomes is one of their program goals.

6. Family Promise – Ontario County – Policies & Procedures:

Budding Readers provides children’s books when families “graduate” from the program and are settled into sustainable housing. Children 0 – 36 months receive a regular BR bundle. Children 3 – 11 years receive five books each in bookbags from Dollar Tree. If we have suitable books for older children, they will be provided.

7. Supporting Literacy in Our Communities – Policies and Procedures:

When we are able, and the Board deems the program appropriate, BR will donate/gift books to support literacy in our communities, Ontario County, and beyond. (See 8 below).

a. UPK, Kindergarten, Head Start & Nursery Schools:

All community programs may gift UPK, Kindergarten and nursery school books up to three times per year, at the discretion of each community coordinator. This will be reviewed annually by the Board to insure funds and book availability.

b. Holiday Gifting:

Books are regularly gifted to St. Vincent DePaul and the Salvation Army in Canandaigua, the Joint Charities in Clifton Springs & Phelps, Operation Santa in Naples, and Operation Secret Santa in Honeoye for holiday baskets for the needy. Additional charitable gifting can be done once per year per community. Multiple people giving in the same community should attempt to share title choices to avoid duplication of gifts. Holiday gifting that exceeds 30 books should come to the board for approval.

- c. During Summer 2016, 825 books were given to **support Summer Reading Programs** offered by the local libraries and schools in our communities.

d. Random Acts of Reading began in 2019 allowing board members to give a free book to a parent or caregiver they encounter by chance who appears that they could use a book or where a book may seem like a way to defuse a situation. Each Board member will record the number of books given out by using the form on the BR Webpage in the board member section, monthly.

8. Supporting Programs Outside of Ontario County:

When funds and books permit, the Board may vote to support programs that align with our mission.

V. COMMUNICATIONS

A. As a general practice, it is expected that BR communications will be read/reviewed by at least one or two other Board members before going public. Any major documents should be approved and reviewed by the full Board; likewise, any existing BR materials headed for a sizeable reprinting, (e.g., BR Parent Guide, tri-folds and other educational materials, registration and information cards) should be reviewed by at least two Board members or the whole Board before going to the printer.

B. Parent Guide:

Distributed in bundles in all community programs, in Thompson bundles, and to families at WIC. The BR Parent Guide will be reviewed as needed, and changes will be approved by the Board. The BR Parent Guide will be copied centrally and distributed to each program as needed. Just for information purposes, Parent Guides now cost BR just over \$2 each (2018).

C. Information & Registration Cards:

Information and registration cards are made available in school offices, local libraries and as “Bundle Invitation” cards at the WIC office. These will both generally be “generic BR cards”, meaning the same information and registration cards will be used by all programs. Thus, they will be centrally copied and distributed as needed.

D. Educational Materials: Copied centrally and distributed to each program, as needed.

1. BR Educational trifolds for parents of infants, toddlers and preschoolers
2. “Seasonal tips” (Spring, Summer, Fall, Winter) at each level (infants, toddlers, and preschool)
3. “Development Milestones of Early Literacy” – One page, covers birth to age 7
4. “Read, Read, Read!” – One page, covers birth to age 10. We have copies in English & Spanish.
5. “Read to Your Kindergartner” – comes from Reading Rockets (See #8 below).
6. “Read to Your Baby Before Birth” – 1/3 sheet. Used in Thompson bundles
7. Checklist For Growing Children – Included in community bundles to assist with early intervention
8. Reading Rockets Reading Tips for parents are available online (www.readingrockets.org) in both English and Spanish, for infants through grade 3. These are useful for Spanish speaking clients at WIC (in our “staff” box) and for families with children beyond preschool.

E. Posters/Information Cards:

Posters are put up at WIC, and around town (schools, libraries, and food pantries) in our communities. Contact Director of Programs if more are needed. They are generic for all community programs. WIC is different. We also have (3 per sheet) information cards that can be handed out or included in sample/parade packs.

F. Annual Newsletter and Fundraising Drive:

Traditionally, the Newsletter was published annually in May. The fundraising drive and Newsletter distribution are now combined in October (See VI-C, p. 18). The Newsletter has the donor envelope included inside. The fundraising/Newsletter is distributed to prior donors, potential donors, and friends of BR. They may also be placed in teachers’ mailboxes or in teachers’ lounges where we have community programs, except for Canandaigua and Victor.

G. Press Releases:

Written as needed. Before submitting public statements, please obtain Board approval.

H. Website:

The web address, www.buddingreaders.org should appear on all BR materials. Email web updates/suggestions to the Director of Programs. Board members are expected to review the website regularly for content and technical problems.

VI. RESOURCES

A. Books, Money, and other Resources:

Each program must continue to make good faith efforts to raise funds and encourage donations of money and new books. Likewise, all programs will share the common resources: books, educational materials, etc. We have been very fortunate to have received so many books from First Book National Book Bank and Lisa Libraries for the cost of shipping (.65 to .75 per book), but we cannot presume that will last forever. These came from grant applications written on behalf of WIC. Both Lisa Libraries and First Book favor or require programs that serve low-income families. The books can and will be shared among all BR programs, and this is in keeping with the granting organizations

1. The **books and other materials** (Parent Guide, Newsletters) were moved in June 2018 to the BR Store at A Safe Place Self Storage in Farmington (6025 Denny Drive). The annual rent for two 10' x 15' climate-controlled storage units is \$3684 in July 2022, which does include a 10% discount for paying for the full year in advance. The goal was to make the location more central and to be able to involve more volunteers in the management. An array of printed materials and most of the bi-lingual books are still in Naples since their largest audience is WIC. In addition, limited supplies of books and materials are stored at the Naples Library for the Naples program, and at the Honeoye Library for the Honeoye and Bloomfield programs. Bundles are stored at WIC for the Canandaigua program. All these books originally came from the warehouse/store. Other programs have a limited number of books and materials for bundles and sibs at their homes.
2. **Computers.** In 2021 Budding Readers purchased two new laptop computers. One is dedicated for use by the Fundraising Coordinator. The second floats depending on need. It is used annually by the Newsletter Coordinator and will be used when training a back-up person for the Fundraising Coordinator.
3. **Money** is still needed to pay for the shipping on these books, purchasing additional books where there are gaps from the donated books, printing and mailing the Newsletter/ fund raising materials, and printing of educational materials, as well as ink and paper for miscellaneous printing. Our major expenses are books, printing, and postage.
4. **Insurance:** The books and other BR "property" at the Store, Thompson, and WIC are insured for \$43,000 (automatically upgraded each year). BR also carries \$1,000,000 in liability insurance. The carrier is Dryden Mutual Insurance Co., secured through Lauren Chrisman at Mitchell, Joseph Agency in Naples. The annual fee is \$509 (in 2022).

B. Grants:

1. Books:

Budding Readers currently has ongoing grants from First Book National Book Bank and Lisa Libraries. We have received over 71,000 books from these organizations for the price of \$.35 - .75 per book for postage. Anyone is welcome to find potential grants. (See p. 27 – Grants Officer & Others Working With Grants).

2. Computer Software:

In 2021 Budding Readers received a grant from Microsoft which is good for 10 years. The grant provides free access to Microsoft Business Premium 365 and more for up to 10 users. The grant will either expire or need to be extended by November 2031. Tam is currently the "Administrator". To function as the Administrator (add or delete folks who can download the software or extend the grant), go to Microsoft 365 Administration Center, login as Tspitzer@Buddingreaders.onmicrosoft.com PW: Read2Babies*. Once the Administrator registers individuals for the software, they can access the software at: <http://www.office.com>.

3. Webhosting:

In 2022 the Budding Readers webpage was moved to a new webhosting service, DreamHost. Since BR is a 501-c-3 non-profit, Dream Host will provide free webhosting for life. (For details, see p. 27 under Webmaster).

C. Annual Fundraising:

Budding Readers' annual fund-raising campaign in October is now combined with the annual Newsletter and taps teachers (current and retired), businesses, prior donors, local organizations, and friends of BR in our various communities. (See Section V-F, p. 17)

1. Traditionally, a common appeal letter was sent out in October, along with a BR info card and donation envelope. The letter was reviewed and approved by the Board prior to mailing. This may still be a viable method to "invite" new donors.
2. All monetary contributions are deposited into the BR, Inc. Corporate Account at CNB.
3. Prompt acknowledgements are sent to donors by the Fundraising Coordinator via snail mail or email.
4. Board members may wish to write personal thank you notes to donors they have solicited.
5. Donors, except for those wishing to remain anonymous, will be listed in appropriate BR publications.
6. Fundraising records will be kept by BR Fundraising Coordinator.

D. Reimbursable Expenses:

1. Board members or volunteers may be reimbursed for supplies for their programs such as postage, printer ink, paper, etc. Documentation can be presented to the Treasurer or the Director of Programs.
2. For expenses over \$50.00, prior approval by the Board, Director of Programs, or Treasurer is required.

E. Budding Readers Bank Accounts:

BR, Inc. has two bank accounts. The main account is a Corporate Account with CNB. Three BR officers have access to the account (Director of Programs, Treasurer, Fundraising Coordinator). The same three board members have credit/debit cards for the account. One other board member, who assists with book purchasing, has a BR credit/debit card, but does not have access to the account. In November 2020 use of a high yield savings account was approved by the Board and was opened online with Live Oak Bank. \$23,300 was put into that account (the Reserve Fund + Spendable Excess). The Treasurer and the Director of Programs have access to that account.

F. Execution of Contracts: Refer to Appendix K– BR Inc. Bylaws – Article V – Section 1, p. 58.

G. Tax-Exempt Accounts:

BR has tax-exempt accounts at All About Books, Amazon, Best Buy, Book Outlet, BulkBookstore.com, The Dollar Store, First Book BookBank, First Book Marketplace, Staples, Staples.com, and Scholastic. Purchases made using the tax-exempt accounts save the 7-8% tax. The Treasurer, Fundraising Coordinator, or Director of Programs, and other designated Board members can make purchases as needed. BR has a Staples Plus account (better pricing) and a Staples MORE charge account (5% rewards). Login: tamspitzer, PW: 29Bookworms

H. Copying:

We have a tax-exempt account for copying and supplies with Staples and all copying is currently done through Staples at the request of the director of programs, or fundraising coordinator.

VII. REQUESTS FOR INFORMATION or DESIRE TO START A BUDDING READERS PROGRAM

A. Requests from outside Ontario County:

We will share our methods and experience; however, we will not have them join us as a Budding Readers Program and will request that if they create a similar program, they create their own name and ultimately their own materials.

B. Requests from inside Ontario County, from a person unknown to us:

We can start with giving them the information described above (Section A). If they continue to be interested, follow the steps below (Section C).

C. Requests to Start a New Program inside Ontario County from someone we know:

1. The Board will discuss and approve creating additional programs before subsequent steps are taken.
2. If such approval is granted by the Board, the typical steps that have been used to create a new program are described below. The Board needs to see that these steps have been accomplished **before** the program will be approved to go public and begin operating.
3. Start-up funds of approximately \$500 need to be collected to cover the first year. This has traditionally been done by targeting local businesses and teachers, both active and retired.
4. Additionally, there should be plans for fund-raising after the first year, either as part of the annual BR fund drive, or other avenues.
5. Volunteers must be ready and on-board. This can be accomplished through a letter to retired teachers in the area, or other means of recruiting interested volunteers.
6. There must be a coordinator (more than one person can fill the "Coordinator" duties), and must be willing and able to sit on the Board.
7. The coordinator, or another person, must be willing and able to keep data on their deliveries and provide that data to the Board.
8. A clear plan involving the program's structure, maintenance, and sustainability should be established, with volunteers willing to perform these functions.
9. There must be a clear plan of what the structure of the program will be, how it will be publicized, and serviced, and by whom. Who will be responsible for each part?
10. Develop a clear timeline for implementation.
11. The Board, or appropriate members of the Board, should review all new materials.

APPENDIX A

BUDDING READERS INC. BOOK LABELS

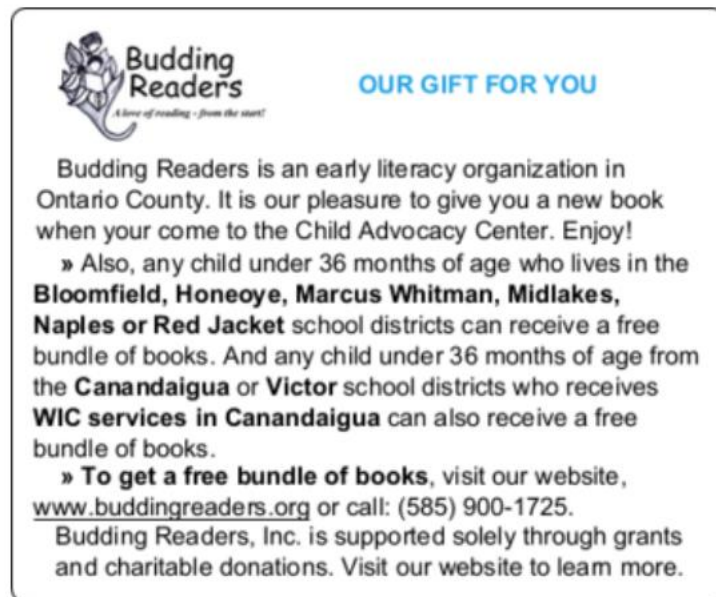
Small Gift Label



Small Gift Label Usage:

1. Most common label used.
2. Place **on the back of a book**. Let the original price show!
3. Used for all **charity books**: Operation Santa, Angel books, St. Vincent DePaul, etc.
4. All **WIC, Healthy Families, and Family Promise** books.
5. On books 2 – 8 in all **community & Thompson bundles**.

Book Plate Label



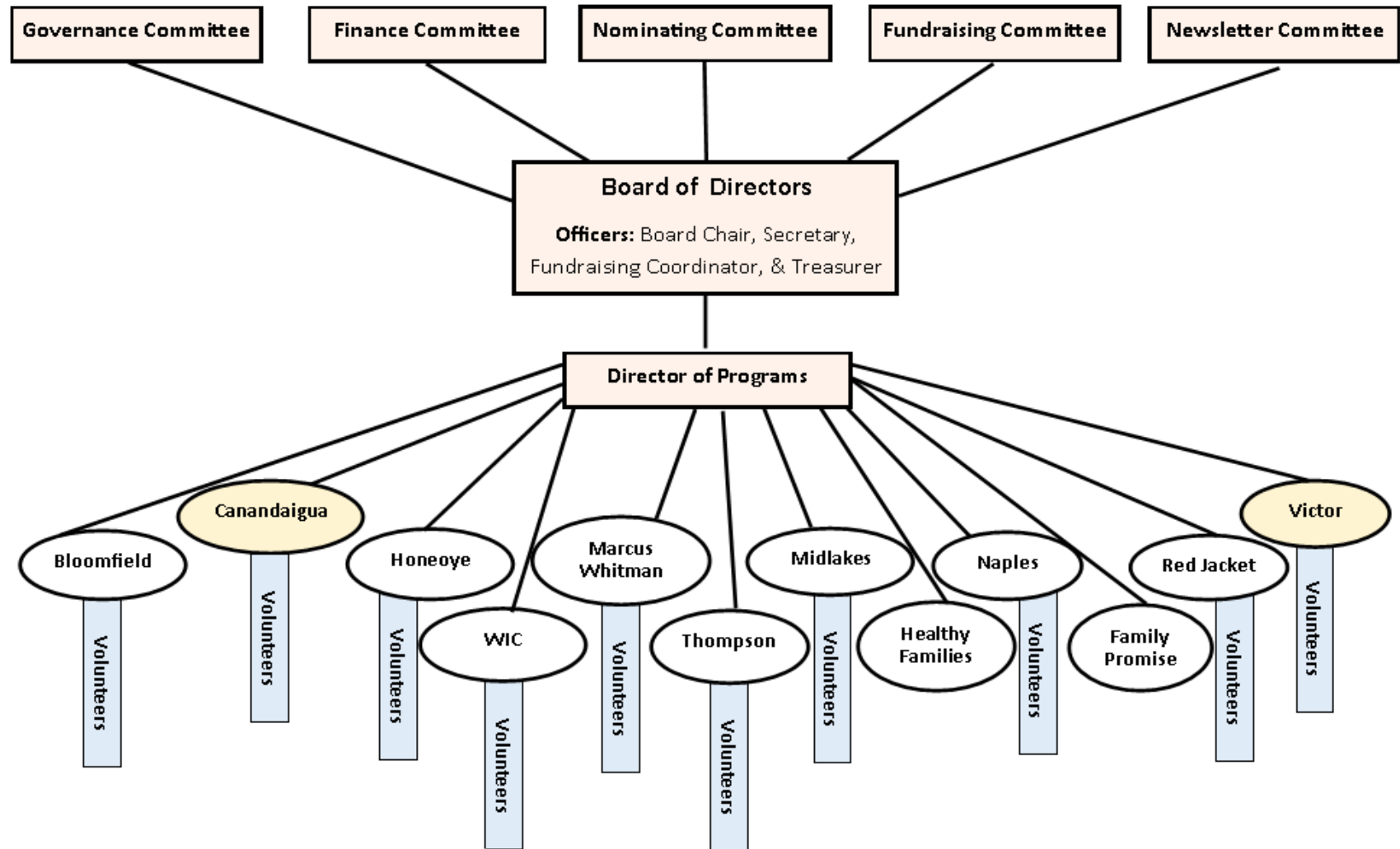
Book Plate Label: Place inside the book on one of the first blank pages; right side if you have a choice. (Only works well with paper pages; sometimes board books leave no choice except the small gift labels).

BR Book Plate Usage:

1. UPK, kindergarten & nursery school books.
2. One book (Read to Your Bunny) of each community bundle.
3. One book of each Thompson bundle.
4. All books used in community coupon programs. (Board books may require the small gift label).

APPENDIX B

BUDDING READERS INC — ORGANIZATIONAL CHART



BUDDING READERS INC. - OPERATING GUIDELINES
APPENDIX C
JOB DESCRIPTIONS

CHAIRMAN OF THE BOARD:

1. Sets the agenda for meetings and presides over Board meetings.
2. Serves as the leader and facilitator at Board meetings and serves as ex-officio member of all Board committees.
3. Actively engages all Board members to participate thoughtfully.
4. Ensures that each Board committee has a chairperson.
5. As part of the Governance Committee, the Chair oversees the updating of the BR Operating Guidelines, as needed, subject to Board approval.
6. Ensures that the annual tasks described in the BR Operating Guidelines are implemented.
7. Serves as a conduit of information from the Board to the specific programs through the ongoing relationship with the Director of Programs.
8. Serves as a conduit of information from the Board to the larger community and vice versa.
9. Serves as a member of the Finance Committee. (See Section III-B-2a, p. 4)
10. Keeps secure records of past agendas, minutes, and financial statements.
11. Keeps and circulates an up-to-date list of Board members and their contact information.
12. Pursues tax-exempt status from companies that supply BR materials.
13. Identifies and recruits potential candidates that may succeed her as Board chair.

DIRECTOR OF PROGRAMS:

1. Provides leadership, organization, and communication with and between the varied BR programs.
2. Maintains an active working relationship with the chairman of the Board.
3. Gathers and maintains data for all BR programs.
4. Keeps all program and community data secure.
5. Compiles the data into a report for the Board 2 to 3 times per year.
6. Is a conduit of information from the Board to the specific program coordinators, as well as to the larger community.
7. Ensures that annual program tasks described in the BR Operating Guidelines are implemented.
8. Maintains a file of BR volunteer applications: create and circulate a master list of volunteers.
9. Serves as a member of the Finance Committee. (See Section III-B-2a, p. 4).
10. Serves on the Fundraising and Newsletter Committees.
11. Pursues tax-exempt status from companies that supply BR materials.
12. Should identify and recruit potential candidates that may succeed her as Director of Programs.

TREASURER:

1. Maintains financial records for Budding Readers.
2. Keeps itemized income and expense records using Quicken software.
3. Maintains petty cash fund for extraneous expenses.
4. Prepares and presents financial statements for BR Board meetings.
5. Serves as a member of the Finance Committee. (See Section III-B-2a, p. 4)
6. Serves on the Fundraising Committee.
7. Oversees the BR money held in the CNB Corporate Account and **the Live Oak Savings Account. The Treasurer, Fundraising Coordinator, and Director of Programs have access to the Corporate Account; the Treasurer and Director of Programs have access to the Live Oak Account.** (See Section VI-E, p. 19).
8. Securely keeps and back-ups all BR financial files.
9. Collects needed information for annual tax filing and meets with accountant as needed.

SECRETARY:

1. Attends BR Board Meetings and record actions and discussion of the Board.
2. Transmits the minutes electronically to all BR Board Members within a week of the Board meeting.
3. Notes any additions or corrections by BR Board members within the 48 hours following the initial submission of the minutes. Upon receiving such corrections, the secretary will revise and transmit the new version of the minutes to all BR Board members in a timely fashion.

FUNDRAISING COORDINATOR:

1. Oversees the annual fundraising campaign for BR.
2. Works with the Director of Programs to arrange for duplication of fundraising materials at Staples, or other vendors, as needed.
3. Provides instructions and materials for annual gift solicitation.
4. Receives and records donations; sends gift acknowledgements and sends deposits to BR CNB Corporate Account. Reports CNB deposits to the Treasurer.
5. Securely keeps and backs-up all BR financial files.
6. Reports fundraising results to the BR Board. See Section IV-C-6-b-4, p.9 for details of fundraising reports to the Board.
7. Serves as a member of the Finance Committee. (See Section III-B-2a).
8. Serves as a member of the Fundraising Committee.
9. Serves as a member of the Newsletter Committee.
10. Provides a list of donors for the Newsletter, and other publications.
11. Works with the Director of Programs to mail the annual newsletter to current and past donors.

NEWSLETTER COORDINATOR:

This task, from start to finish, was originally done by Ann (& Dick) Rosati. The task is now done by the Newsletter Committee.

The BR Newsletter gives us a public face and connects us to our donors. It is very important to continue this piece. Going forward, the following timetable/procedure is suggested.

1. Everyone, but especially the Newsletter Coordinator and other committee members, should be alert all year to any potential great stories, events or photos. It is easiest to capture these at the time, including photos and permissions.
2. At the May Board meeting, the Newsletter Coordinator will ask for ideas for the fall Newsletter and will call the Newsletter committee together to begin planning the fall Newsletter.
3. A 3- to 4-month timeline makes it comfortable to get the Newsletter created, printed, and mailed out by the first week of October.
4. The Newsletter Coordinator will arrange for printing (Staples production printing) with the assistance of the Director of Programs. Our current Staples print account manager is Timothy Gracey (Timothy.Gracey@staples.com).
5. Approximately a month is needed, prior to the projected distribution date, for final formatting, proofing, and off to the printer and back.
6. The Newsletter Coordinator serves on the Fundraising Committee.

BR – FINGER LAKES WIC PARTNERSHIP PROGRAM COORDINATOR:

This is our largest endeavor. The partnership and program are through the Finger Lakes WIC office in Canandaigua. Ongoing tasks assure the program's continued success.

Two board members and one additional volunteer coordinate the logistics and volunteers for the WIC partnership. The BR WIC coordinator manages the book supply, liaisons with WIC staff and with other BR volunteers; another Board member manages the clinic volunteers, while an additional volunteer from the Tidy group schedules those volunteers.

1. Liaisons with Christine Devaney cdevaney@spcc-roch.org, or Danielle Nicholson dnicholson@spcc-roch.org at WIC. Updates our official "Memorandum of Understanding" with WIC every three years. 394-9240.
2. Liaisons with Chris, and other WIC staff to keep them informed and enthusiastic about BR.
3. Provides Chris with a brief progress report annually.
4. Requests WIC calendars from Tammy Lana, Office Manager tlana@spcc-roch.org, to be able to schedule BR Clinic volunteers, the Tidy Group, and the Sticker Parties.
5. Coordinates and oversees the several sets of volunteers that make this large program run smoothly.
 - a. There are clinic volunteers, who talk with families and give out books, educational materials, and bundle invitation cards.
 - b. There are "Tidy Group" volunteers who come to the office once a week to tidy and replenish the boxes of books in each appointment room.
6. Keeps the book supply sufficient at WIC. This is done by bringing about 300 books each month to WIC for a "Sticker Party", at which BR volunteers sticker and store the books at WIC.
7. Makes sure the "BR staff" box has up-to-date instructions, a sufficient supply of BR Parent Guides, other parent education materials in both English and Spanish, and Bundle Invitation Cards.
8. Makes sure posters are current.
9. Reports the number of books dispensed at WIC, as well as any program changes, to BR Board.

THOMPSON HOSPITAL BIRTHING CLASS COORDINATOR:

Bundles, registration cards, and envelopes to be mailed to the Director of Programs are stored in a locked closet of the birthing classroom. Approximately 20 new prepared bundles are delivered as needed.

One Board member and one volunteer make the Thompson Program work. The Thompson Coordinator communicates with Kristen Seyfried from the Wellness Department at Thompson about upcoming classes, schedules the volunteers for those classes, and keeps the data. The other volunteer gathers, sticks, packs, and delivers the bundles to Thompson.

1. Emails Kristen Seyfried (Kristen_Seyfried@URMC.Rochester.edu) (396-6111) toward the end of each month to learn what birthing classes will be held in the upcoming month and their enrollments.
2. Emails BR volunteers interested in Thompson classes to schedule presenters for the classes. If it is a particularly large class (> 7 couples), two people is helpful.
3. Keeps track of remaining bundles at Thompson and arranges for more to be prepared when needed (about every 2 – 3 months).
4. Once the registration cards are returned to the Director of Programs, data is entered for each class. Cards are scanned and emailed to the appropriate community coordinators. A separate record is kept of the ones from outside of Ontario County.

BR - HEALTHY FAMILIES- ONTARIO COUNTY PARTNERSHIP COORDINATOR:

The partnership began in 2017. The Board approved providing at least 200 books per year along with educational materials for parents that Healthy Families staff can use when they visit with families. Bundle request cards are also provided.

1. Liaisons with Sarah Scorsone, Healthy Families Director, at least quarterly to assess their needs for types of books and educational materials.
2. Sarah Scorsone can be reached at (Sarah.scorsone@cfresources.org), (585) 919-2476 Ext. 2507.
3. Delivers the books and keeps track of the number of books delivered.
4. Provides In-service training for staff as needed.

BR – FAMILY PROMISE-ONTARIO COUNTY PARTNERSHIP COORDINATOR:

Started in 2019. Family Promise began in Ontario County in Fall 2018. Budding Readers provides children's books when families "graduate" from the program and are settled into sustainable housing.

1. Liaisons with Brenda Spratt, Executive Director, or her staff at FPOC to learn what families are currently in the program and which ones will be "graduating" soon with children in the age range we serve.
2. Brenda Spratt can be reached at: FPOCdirector@FPOCny.org, or 585-905-3988.
3. Checks periodically that the supply of children's books at the Day Center is sufficient (185 North Main St. Canandaigua.)
5. Selects and delivers the age-appropriate children's books to the Day Center when a family graduates from the program.
6. Keeps track of the number of books delivered and provided to the Day Center.

BR WEBMASTER:

A BR website has been created. The platform for the website is WordPress, with the Avada Theme (one-time purchase for the theme). WordPress is free. The main tasks are revisions and updates. There is a Budding Readers “Board Members Only” page so that common BR documents are available to everyone in updated form. To access this page, go to the bottom of the menu on the left side and select the page. The **password** is: Spitzer

1. Reviews/updates contact information at least bi-annually.
2. Updates the website with new photos and information provided from the various programs.
3. Reviews and renews contracts for both webhosting (where our webpage is stored) and our domain name (buddingreaders.org). Both were moved to DreamHost in 2022 (www.DreamHost.com). Dream Host provides lifetime free hosting for non-profits.
4. Budding Readers owns the domain name (buddingreaders.org). Our domain name contract with DreamHost is good until October 8, 2023. Domain names are government regulated, cannot be free, and are subject to a yearly fee (\$15.95). To log into our DreamHost account: Username: books@buddingreaders.org, PW: Read2Babies. This will allow one to change payment of the annual fee for the domain name. It is currently set to auto-renew.
5. To access our website to edit the content go to: <https://buddingreaders.org/wp-admin/>. When the WordPress box appears, click on the choice under the box “go to Budding Readers”.
6. Makes revisions/additions, as needed, to the BR email addresses. They are free as part of our webhosting contract with DreamHost.com. All email accounts have the same password = literacy.
7. PDF Embedder WordPress Plugin cost \$12 annually (April).
8. We have a contract with DonorBox, the platform we use for managing and tracking online donations. They charge 1.5% of each donation. The donor can choose to cover the fee.
9. We have contracts with both Stripe and PayPal for the financial processing of the online donations. Online donations are deposited directly into the BR Corporate Account by both Stripe and PayPal. One needs to login to our BR PayPal account to “send” the donation to the bank (donate@buddingreaders.org, PW: Read2Babies). Both vendors charge the same processing fee: 2.2% + \$.30 per transaction. Online donors have the option to cover the fee.

GRANTS OFFICER & OTHERS WORKING WITH GRANTS:

1. Researches and seeks grants to facilitate the BR Mission.
 - a. Local Resources - Rundel Library downtown Rochester –4th floor has a Grants Information Center and a subscription to the searchable “Foundation” Database, available for public use. It tends to be larger national organizations, rather than local, but may be helpful.
 - b. Both First Book National Book Bank & Lisa Libraries have given us MANY books as “grants.”
2. In consultations with other BR grant writers, appropriate grant applications are prepared and submitted on behalf of BR.
3. Keeps appropriate records of the applications and follow-ups where needed (Computer records, as well as paper files in the rolling file holder behind the Director of Programs’ desk.
4. Provides required follow-up reporting concerning grants procured.
5. Deposits grant checks into the CNB Corporate Account, with details to the Treasurer.
6. Tutors/trains other Board members who may be interested in learning about grant-writing.

INVENTORY/ WAREHOUSE/ STORE MANAGER:

Two board members and a group of volunteers keep the BR Store running smoothly. The Store Manager trains and schedules the volunteers, selects and orders “free” books, and gets materials printed at Staples. The other Board member assists with orders the books for which we pay full price as well as the organza bags.

In 2018 the books were moved to A Safe Place Storage in Farmington, where we rent two 10’ x 15’ climate-controlled storage units (#156 and #162). **The outcome is:**

1. Organized storage and access to BR books, printed materials, and other supplies.
2. Sufficient inventory of books and other materials to supply the various programs.
3. A group of volunteers who assist at the “Store”. They are responsible for meeting and assisting “shoppers” at the store, replenishing the shelves, and logging-in new book deliveries.
 - a. Free books most commonly come through offerings by First Book Bank. Our login is: books@buddingreaders.org. PW = literacy. Done by the Director of Programs/Store Manager
 - b. Book purchases are made when specific titles are desired, or gaps in the collection need to be filled. The other Board member assists with these purchases. Books/supplies are purchased through:
 - First Book Marketplace (same login and PW), tax-exempt.
 - All About Books they have offered us some wonderful book deals recently), and
 - Scholastic Books (Scholastic Literacy Partners – Account number = LP14278.) *Read to Your Bunny* comes from Scholastic
 - BookOutlet.com – login: books@buddingreaders.org, PW: Literacy22, and we purchase tax-exempt.
 - Amazon.com – tax-exempt account. amazon@buddingreaders.org, PW: Read2Babies
 - Other possible vendors are:
 - ❖ Books by the bushel – www.booksbythebushel.com
 - ❖ Bulk Bookstore - <https://bulkbookstore.com/>.
 - There are others, but they appear to be better for older children & teens.
 - Safe Sleep Books are ordered for \$2 each plus shipping through Charlie’s Kids
 - Organza bags are purchased online at Amazon.com. The bags used for bundles are 12” x 14”.
 - c. **BR Printed Materials:** Besides the Newsletter and Parent Guide, posters, and BR Thank You cards, we have more than 24 other documents or educational pieces that are used by various programs at different times of year. All copying is done by Staples. Staples requires print requests to be done online. The Director of Programs coordinates this. In order to get the tax-exempt benefit, they must be picked up at a store. **One weeks’ notice for printing makes that easy to accomplish.**

COMMON FOR ALL COMMUNITY COORDINATORS:

The activities common to all community coordinators can be performed by one person, or a clearly specified team. Specific programs can certainly augment the list of duties, but cannot subtract from them. This provides a simple list to present to a “new” program coordinator, should the occasion arise.

1. Serves on BR Board and attends BR Board meetings to represent that community.
2. Informs the Director of Programs when they will be away for an extended period (greater than a week to 10 days). Tasks can then be more smoothly transferred to others.
3. Checks email regularly. Communication is very important to running a successful program, making email an essential tool.
4. Promotes community awareness of BR and helps identify eligible babies within the community.
5. “Shops” at the warehouse as needed to maintain sufficient supplies of bundles, sib books, BR Parent Guides, registration cards, Newsletters, information cards, etc.
6. Shops for and delivers Kindergarten and UPK books and educational materials.
7. Delivers community “bundles”, either personally or arranges for other BR volunteers to deliver.
8. Keeps accurate program data (spreadsheet, coupon data, UPK and K numbers) and sends the data to the Director of Programs as requested. (Spreadsheet available from the Director of Programs)
9. Raises funds for their community BR program and may write personal thank you notes to donors (See Section VI-C-4, p. 18).
10. Seeks potential volunteers and encourages involvement.
11. Presents additional ideas/programs/activities to the board for consideration that could provide books for children in our communities.

APPENDIX D

BUDDING READERS INC. RESERVE POLICY

APPROVED BY THE BOARD – SEPTEMBER 2020

- I. PURPOSE** - The purpose of the Budding Readers Reserve Policy is to ensure the stability of the mission, existing programs, and operations of the organization. The Reserve is intended to provide an internal source of funds for unexpected financial shortfalls such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The Reserve may also be used for one-time, nonrecurring expenses. Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Budding Readers for Reserves to be used and replenished within a reasonably short period of time. The Reserve Policy is to be used in concert with the other governance and financial policies of Budding Readers.
- II. DEFINITIONS AND GOALS** - The Reserve Fund is defined as the designated funds set aside by action of the Board of Directors. The Reserve serves a dynamic role and will be reviewed and adjusted in conjunction with the annual budget. The amount to be designated as Reserve will be calculated as a percentage of the average expenses of the prior 5 years. In the initial year, 2016, the percentage used was 75%. The Reserve was set to be sufficient to maintain ongoing operations and programs for a period of 9 months (3/4 of a year).
- III. ACCOUNTING FOR RESERVES** - The Reserve Fund will be recorded in the financial records of Budding Readers as “CNB Reserve Fund.” The Reserve Fund will be funded and available in cash. Reserves will be maintained in the Budding Readers CNB Corporate Account.
- IV. FUNDING OF RESERVES** - The Reserve Fund will be funded with surplus unrestricted funds. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for Reserves. Examples may include one-time gifts or bequests, special grants, or special appeals.
- V. USE OF RESERVES**
- 1. AUTHORITY TO USE RESERVES** - A member of the Finance Committee, or another Board member, may create a request to use Reserve funds. The request should include the analysis and determination of the use of funds, alignment with Budding Readers mission and existing programs, and plans for replenishment. The organization’s goal is to replenish the funds used within 12 months to restore the Reserve Fund to the target amount. If the use of reserves will take longer than 12 months to replenish, the request will be scrutinized more carefully.
- The request will be submitted to the Finance Committee who will confirm that the use is consistent with the purpose of the Reserves, as described in this policy. This step requires analysis of the reason for the shortfall, the availability of any other source of funds before using Reserves, and evaluation of the time period for which the funds will be required and when they will be replenished. The Finance Committee, in turn, will submit the request to the Board for action.
- 2. REPORTING AND MONITORING** - The Finance Committee is responsible for ensuring that the Reserve Fund is maintained and used only as described in this policy. Upon Board approval to use Reserves, the Finance Committee will maintain records of the use of funds and the plan for replenishment. They will provide regular reports (every 6 months) to the Board of progress to restore the fund to the target amount.
- VI. REVIEW OF POLICY** - This Policy will be reviewed by the Finance Committee every other year (even numbered years) at a minimum, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Finance Committee to the Board of Directors.

BUDDING READERS INC. OPERATING GUIDELINES

APPENDIX E

**PROCESS FOR NOMINATING, ELECTING,
AND ORIENTING NEW BOARD MEMBERS page 32**

BOARD MEMBER NOMINEE INTERVIEW GUIDE..... page 34

**BOARD MEMBER EXPECTATIONS
AND RESPONSIBILITIES.....page 35**

APPENDIX E

Process for Nominating, Electing & Orienting New Board Members

(Approved by the Board 6/22/20)

A. Nominating and Electing New Board Members

1. When a designated board position becomes vacant or when there is the desire or opportunity to add additional members who may have valuable skills, the NC will solicit and receive recommendations from other board members, or from other contacts and connections beyond our board.
2. The NC will gather background information on potential candidates, which may include a brief resume and a reference who can be contacted if the candidate is not known to us. Additional background information will be collected when the candidate is interviewed, using the “Board Member Nominee Interview Guide.”
3. **Desired** traits in potential candidates are:
 - a. Commitment to early literacy
 - b. Comfort with email and technology
 - c. Volunteer experience with Budding Readers
 - d. Desired skillsets, such as finance, fundraising, legal, accounting, grant-writing, public relations, community experience, and knowledge of Budding Readers.
 - e. Diversity – including age, gender, ethnicity, race or disability
 - f. Previous board experience
4. Once the background information has been collected, the NC will make contact with each candidate to assess personal and professional integrity, as well as commitment to the organization, and availability (“sharing” a board position is not desired). This can be carried out by two members of the NC, or one member of the NC and another board member per candidate. This “team” then brings their candidate summary and recommendations back to the full NC.
5. The NC then forms a final slate of recommended candidates to present to the full board for formal approval. (A “slate” could be only one person) For replacement of regular expiring terms, this will take place at the May meeting, thus allowing newly elected board members to start their new role at the July meeting. In other cases, this can occur at any time of the year. Candidates should not be present at this meeting to allow for open discussion by the board. Voting will occur at the same meeting.
6. Voting: To elect new board members, there must be a quorum present at the meeting, and a majority vote is sufficient. Absentee voting (email, Zoom, Skype, phone, etc.) *may* be permitted, if arranged in advance through the NC.
7. It is recommended that the NC make contact in September with board members whose terms are set to expire the following June to see if they have determined whether they will stay on for another term or retire from the board. Operating Guidelines require that by January (6 months prior to the end of their term) they must notify of their intentions.

B. Orientation of New Board Members

This can be done by one or two members of the NC and is probably best done in two steps. **The first step** would be to give the documents below to the new board member and review them with her/him. The documents are:

1. Bylaws and Operating Guidelines
2. Responsibilities and Expectations of Board members
3. List of current Board members contact information
4. List of current Board member committees and terms of service
5. Volunteer Application Form – to let the member know what types of activities they could become involved in.

The person(s) conducting the orientation should “walk” the new member through the **Bylaws and Operating Guidelines**, paying particular attention to the Committees, meeting procedures, and our programs.

The orientation should include a “tour” of the **BR webpage**. Part of this tour would be to show the “Board Members Only” page (pw: Spitzer), where all the documents above and more are available.

The second phase of the orientation is for the new board member, when possible, to visit WIC (our largest program), a Thompson birthing class, the Store, and shadow a community bundle delivery.



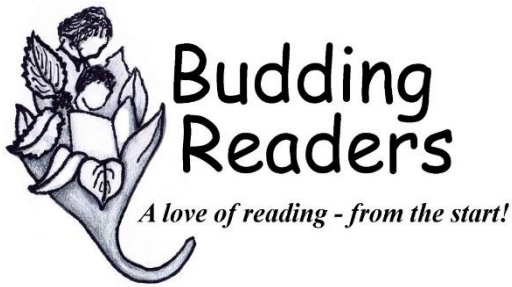
Board Member Nominee Interview Guide

Thank you for your interest in Budding Readers. We hope you will help us get to know each other and to evaluate whether we are a good fit.

In order to get to know us better, we suggest that you spend some time exploring the Budding Readers website (www.buddingreaders.org). This will give you an overview of the programs that we operate, as well as some history. In addition, two or three board members will meet with you at the beginning of this process. They want to learn more about you, but this is also an opportunity for you to ask whatever questions you may have about us and how we operate.

To help us get to know you, the board members meeting with you will be using the questions below to guide the conversation. It is not intended that you write out answers to these questions in advance of the meeting. Sharing the questions is only intended to make you more comfortable.

1. Tell us a bit about your background, both education and work experience.
2. Are you currently working or volunteering elsewhere?
3. Have you previously served on a board of directors?
4. Having reviewed our website or from what you have read or heard, what do you know about Budding Readers? What caught your interest?
5. What about Budding Readers feels like a fit for you? Or is there something you would like to be involved in?
6. Tell us about your strengths in each of the skill areas below that may be helpful to the organization?
 - a. Computer skills
 - b. Comfort with and regular use of email.
 - c. Bookkeeping/Accounting
 - d. Fundraising
 - e. Writing/newsletter skills
 - f. People skills
7. What else would you like us to know about you?



BUDDING READERS INC.

Board of Directors

Member Expectations and Responsibilities

At the heart of any successful not-for-profit organization is an invested, engaged Board of Directors. Below is a summary of expectations and responsibilities of our Board of Directors.

Budding Readers Vision: Children of all socioeconomic backgrounds will have a lifelong love of books and a passion for reading.

Budding Readers Mission: Our mission is to educate, encourage, and equip parents to read with their infants and young children as a natural part of their daily routine. Our primary focus is Ontario County, NY. However, when we have sufficient books and funds, we may support projects outside of Ontario County that align with our mission.

I understand that:

- The board generally meets 4 to 5 times per year between May and January.
- A term of service on the Budding Readers Board is three years.
- Board members serve on at least one Standing Committee of the Board.

I understand that I will be expected to:

- Participate in orientation, provided by the Budding Readers Nominations Committee.
- Develop and maintain a working knowledge of Budding Readers and its programs.
- Prepare for board and committee meetings by reviewing the advance materials provided.
- Attend board meetings as an active participant.
- Consider volunteering in one or more Budding Readers Programs.
- Check email regularly. Communication is critical to running a successful program. With no central office, email becomes an essential tool.
- Complete the annual Conflict of Interest Questionnaire.
- Serve as an ambassador and advocate for Budding Readers in the community.
- Respect and maintain confidentiality for Budding Readers, its clients, and board issues and discussions.
- Be available for consultation with other board members and staff, especially in my areas of expertise.
- Approach the work of Budding Readers in a spirit of service, cooperation, creativity, collegiality, and respect.

BUDDING READERS INC. OPERATING GUIDELINES

APPENDIX F

INSTRUCTIONS

COMMUNITY BUNDLE DELIVERIES



Book/Bundle Delivery in ALL Community Programs

1. All community programs gift a bundle of books to families with **babies up to 3 years of age**. *Read to Your Bunny* is only used in community programs. Bundles for babies under 6 months of age may include the book, “Sleep Baby, Safe & Snug”, as well as the pamphlet and magnet about SIDS prevention from Charlie’s Kids Foundation. In addition, two books are given to each sibling in the home (age 7, and younger). In the case of **twins, or two “babies” under 36 months of age**, each baby receives a bundle of their own. Only one BR Parent Guide, one *Read to Your Bunny*, and one “Safe Sleep” book are needed per family.

If needed, the Director of Programs can provide a **Spanish bi-lingual bundle** including parent education tips in Spanish, “Read To Your Bunny” in bi-lingual format, and the “Safe Sleep” book in Spanish. It is suggested that a bi-lingual bundle contain 3 – 4 bi-lingual books, and the rest in English, especially picture books. Bi-lingual books are never “free” books, and we want to support and promote the learning of English.

2. Families are contacted by phone (text often works best) or email to arrange a mutually convenient delivery time and location. Locations can be the home, local library, Wegmans, coffee shop, etc. Determine the age and gender of the sibs in the home who are 7 years or under in order to provide two appropriate books for each sib. Gifting books to siblings older than 7 years is up to the discretion of the volunteer making the delivery.

3. **Bundle ingredients:** When delivering a bundle of books, include:

- **approximately 8 books, including** *Read to Your Bunny*, *Sleep Baby*,
- *Safe & Snug* (only under 6 months),
- BR Parent Guide with blue BR insert,
- local library information, if available from the local library,
- Checklist For Growing Children,
- an extra contact/registration card to give to a friend, and
- BR Newsletter.
- Include two books for each sib in the home age 7 and under.
- All books gifted by BR will have a BR label, or a memorial label, affixed to the books. Memorial labels indicate that books were gifted in memory of a named individual. (Memorial labels will be created and provided by the Director of Programs.) “Read to Your Bunny” gets a BR bookplate label on one of the right-hand opening pages of the book. All other books in the bundle get the small BR gift label. (See Section IV-B-5, p. 7 and Appendix A, p. 21 for label instructions).

4. **Conversation/presentation points:**

- ❖ Explore the contents of the bundle: Types of books included & why they were chosen (high-contrast, photos of babies, repetitive language, concept books, rhyming).
- ❖ Discuss the BR Parent Guide: reading tips, booklist, and BR website as resources for parents.
- ❖ Express the importance of daily reading to their baby; reading 20 minutes a day with their child is a key to their child’s success in school.

- ❖ Emphasize the relaxing, bonding time for baby and parent that reading creates.
- ❖ Reinforce that the parent is the most important teacher.
- ❖ Remind parents that babies respond to bright, bold illustrations and rhyme & rhythm of a parent's voice.

5. **Read to Your Bunny** – serves as a good end to the visit; highlight it as our signature book, and read the inside cover with the parent. Rosemary Wells' message reflects BR goals.
6. Hold the baby and model reading one of the books, **if** parent agrees after you offer to do so.
7. When appropriate, ask if a **photo** can be taken. Have the parents complete and sign the **Photo Permission Form** if a photo is taken. Completed photo permission forms will be kept on file by the Director of Programs. (Likewise, blank photo permission forms are available by email, in hard copy from the Director of Programs, or downloadable from our website).
8. **Send data** to your appropriate program coordinator after the delivery is made.
9. **Safety:** While there has never been a safety issue and solo volunteers have made most deliveries, each volunteer must exercise judgment. If an address is one that concerns you, please ask someone to join you, if only to wait in the car. If you arrive at a home where you do not feel comfortable, do not hesitate to do the delivery "outdoors" or to leave and re-schedule when you can bring a companion, or meet in a public place. Below are a variety of suggestions to increase your safety:
 - ❖ Let someone know where you are going, your appointment time, and expected return.
 - ❖ Wear your BR nametag.
 - ❖ Carry your cell phone and have it turned on.
 - ❖ Ask in advance who will be home for the delivery. Ask for that person when you arrive.
 - ❖ Suggest alternate sites for the delivery, such as the local library, or a local restaurant.

BUDDING READERS INC. OPERATING GUIDELINES

APPENDIX G

FINDING BABIES IN OUR COMMUNITIES

It is the pipe dream of each community program to get bundles of books into the hands of all new parents who need/want them. Below is a list of suggested and possible avenues for finding babies. Many have been used; but some have not yet been acted upon. Community program coordinators, however, need to judge what works best for them. Please let the Director of Programs know of additional avenues, so they can be shared with other programs.

3. **School Related ideas:** *Caution: these tips may not fit the Canandaigua or Victor programs.*

- ❖ Create a link on the school district website to the Budding Readers website.
- ❖ Post an “ad” (Free Books for Babies) published regularly in the district/elementary newsletters, and/or daily bulletins to staff.
- ❖ Display bulletin Boards with BR information and registration cards at the elementary schools, local nursery schools, and local libraries.
- ❖ Provide a “Drop-Box” so registration cards do not have to be mailed.
- ❖ Set up posters & drop boxes and/or attend kindergarten and nursery school registrations in the spring.
- ❖ Speak to elementary faculty at faculty meetings at the beginning of the school year.
- ❖ Set up and “man” a table at the Elementary School “Meet the Teacher Night” with a poster, sample bundle, and registration cards for eligible participants.
- ❖ Contact the High School nurse and provide her with BR information sheets and registration cards that she can distribute to pregnant teens.

2. **Community-based ideas:** *Caution: these tips may not fit Canandaigua or Victor programs.*

- ❖ Place posters around town: post-office, bank, library, grocery, pizza shops, doctor and dental offices, churches, food pantry, nursery schools. These can be tear-off posters or a larger poster with contact/registration cards attached if the location is appropriate and amenable. Ideally, the cards can be collected by a person at the location for later pick-up by a BR volunteer.
- ❖ Place posters in food pantries advertising free books by directing them back to WIC.
- ❖ Place an “ad” in area church newsletters and bulletins.
- ❖ Provide BR Information and registration cards at local Vacation Bible School registrations.
- ❖ Supply pastors who perform baptisms with a “sample pack” which includes our information and registration cards, so families can receive a bundle.
- ❖ Distribute BR information at town events that are likely to attract local families with babies, such as parades and festivals: Some programs have had good success making up “sample packs”, searching out families with babies and distributing “sample packs”. The goal is to find local families and ultimately deliver bundles to them. (Sample Packs are generally two small books, an educational tri-fold, an information sheet about BR, and a BR registration card). This method obviously also gets the word out about BR.
- ❖ Place news pieces and “Ads” in local newspapers if they can be submitted free of charge.

3. **Other Avenues:** *Again, be cautious about what does not fit Canandaigua and Victor programs.*

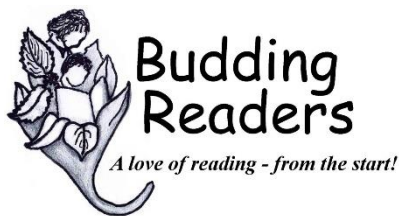
- ❖ Place an extra registration card in a bundle with a request to the parent receiving the bundle to pass the card along to another parent or expectant parent.
- ❖ Keep a couple of registration cards in your purse for the “baby” you see in town while you are doing errands. Sign them up on the spot!
- ❖ Contact home-schooling groups, local libraries (especially their story hours), and daycare centers in any of our communities in search of babies they serve or babies who are the younger sibs of the children they serve.

BUDDING READERS INC. OPERATING GUIDELINES

APPENDIX H

INSTRUCTIONS

**THOMPSON BIRTHING CLASS
VOLUNTEERS**



Thompson Hospital Birthing Classes Volunteer Instructions

- Generally, the birthing classes are a 4-class sequence. We are invited to the beginning of the last class. Sometimes, there are other formats, such as Saturday all day, or Friday evening and Saturday.
- We are allotted 10 minutes of their class time to make our presentation, distribute bundles, and get registration cards filled out. Please be respectful of their time. You will find some instructors interested in extending the conversation but be ready for a timely exit.
- Regardless of your knowledge about childbirth, SIDS or other related topics, please keep in mind that you are representing Budding Readers and your role is to talk about reading to babies, only.
- New volunteers are paired with more experienced folks until they indicate they are ready to go “solo”. Generally, only one volunteer is needed per class. Sometimes with a large class (8 or 9 couples) two volunteers can be helpful.
- **SNOW or BAD WEATHER** – Birthing classes are canceled when Canandaigua schools are closed, or after-school activities are canceled.
- Please wear your **Budding Readers ID tag**.
- Please arrive about 10 - 15 minutes before the class. If you are working solo, you can head up to the classroom. The classroom is in the OB section on the second floor of the hospital. If you are working with a partner, please meet in the lobby ahead of time to discuss and plan your “presentation”.
- When you arrive at the classroom, that section of the hospital is locked. The instructor may be at the door greeting participants. But if not, use the phone on the wall to call into the classroom to gain entrance. Our volunteers are expected.
- Introduce yourself to the instructor and ask how many couples are expected.
- The bundles are stored in a locked closet in the classroom. The instructor will unlock the closet so you can get the bundles you need.
- You will also find a clear plastic bag with **green registration cards** and **envelopes** in with the bundles. Take one envelope and the same number of registration cards as bundles.
- Please distribute the **registration cards** for participants to complete, collect them at the end, and mail them to Tam in the pre-addressed envelope. If asked why their names are needed, please assure them that the information is kept confidential and that it is only for data purposes. We want to know what communities we are reaching and the numbers are used for grant writing.
- **The Presentation:** Everyone does it a little differently, so after ‘shadowing’ a few presenters, you will find your niche. I recommend a brief introduction to BR and our programs, if you are comfortable with that. Then spend your time as if it is a community delivery.....talking about the importance of reading, the types of books included in the bundle, the parent-child closeness and bonding, the brain growth, the exposure to words, your “special” time with your child, etc.
- **No Photos** are permitted without advance hospital permission.

BUDDING READERS INC. OPERATING GUIDELINES

APPENDIX I

INSTRUCTIONS

TIDYING BOOKS AT WIC



Tidying/Stocking Books at WIC Instructions

- The WIC schedule for 2017 is to run heavy schedules in Canandaigua (all 3 interview rooms being used) on Mondays and Fridays. On other days, the office is open, but essentially there are no appointments. Most staff are working elsewhere.
- That means that Tuesday, Wednesday or Thursday will be excellent times for us to stop in, pull the boxes from each of the rooms, and get them filled and in order. They are open 8:30 -4:30.
- There will be some exceptions to the Monday and Friday only rule. Sometimes Monday or Friday holidays cause them to shift their appointments to another day.
- When in doubt, you can call their office, but it can be hard to get through. 394-9240. If I know of exceptions, I will certainly let you know.
- The boxes need to be tended to **once a week**.

The “job” is:

1. Please introduce/identify yourself at the front desk when you enter.
2. Take the bins from all 3 rooms. I suggest one age level at a time, including the Safe Sleep books, Check that the books are, in fact, in the appropriate age level. This is somewhat of a judgement call.
3. “Tidy” the boxes.....get them all facing in some orderly manner. Add additional books where needed, with some variety (no more than 2 of the same title; both “boy” and “girl” books), and make it pretty full.
4. Each bin should contain about 4 titles in Spanish/bi-lingual. Spanish/bi-lingual books are in the way back of each age level, left side, file cabinet.
5. Make sure that each bin has a reasonable supply of parent education pieces in both English and Spanish. 10 -15 of each is plenty.
6. Make sure the small bins in the appointment rooms have 10-15 bundle invitation cards.
7. Take a look/check at our “staff” boxes in the first file cabinet, for age appropriateness, fullness, and inclusion of Spanish/bi-lingual titles.

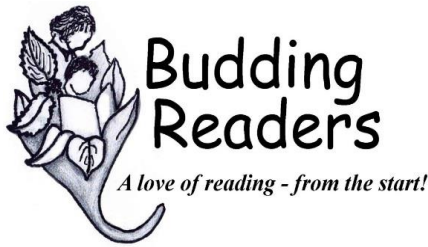
CALL OR EMAIL TAM WHEN BOOKS OR PRINTED MATERIALS ARE LOW!

BUDDING READERS INC. OPERATING GUIDELINES

APPENDIX J

INSTRUCTIONS

MEETING WITH FAMILIES AT WIC



Budding Readers - Canandaigua WIC Partnership Program

Families receiving services through the WIC (Women, Infants and Children) office in Canandaigua can receive a new free age-appropriate book for their child(ren) through age 5 or 6, and educational tips for parents each time they come for a WIC appointment. The books and tips will be given out by Budding Readers volunteers when we are in the office, and at other times by WIC staff.

Budding Readers volunteers staff several clinics per month and talk with parents about the importance of daily reading with their infants and young children, model reading with children, and give them new books and educational materials.

Budding Readers keeps boxes of books stocked at the Canandaigua WIC Office in each of the three interview rooms. Thus, when BR volunteers are not present, WIC staff can give families books and educational materials. There are additional boxes of books for use by BR volunteers. We have three file cabinets in the wall storage closet (left side). The file cabinet on the left contains boxes of books and materials ready to use. The two file cabinets to the right contain extra stock of books and educational materials, as well as some books for older siblings that you may meet in the waiting room.

SNOW or BAD WEATHER – WIC closes when Canandaigua schools close or after-school activities are canceled.

Canandaigua WIC Instructions – BR Clinic Volunteers:

1. Please wear your BR name tag.
2. Please **check in at the front desk** when you arrive. WIC requires that we sign their confidentiality statement each time we meet families, verifying that we will not disclose personal information about families we meet. The confidentiality forms are now at the front desk. Due to confidentiality, no photos are permitted unless previously approved by WIC.
3. When you arrive, get the table and the **5 BR boxes** and the poster from the storage closet behind the door in the wall. The boxes are located in the first file cabinet on your left. Place the boxes on the table. These instructions are also in the Staff box. Please remember, families are there for an appointment; we are the sideshow☺.

The 5 Staff boxes: Safe Sleep books, Infant books, Toddler books, Preschool books & BR staff box.

BR Staff Box contains:

- ❖ Beige “Bundle Invitation” cards (see details below in section 4^{***})
- ❖ Ontario County School District Fact Sheet
- ❖ The green WIC Clinic Volunteer Instructions
- ❖ Yellow “5 Reasons to Read to Your Child Before Birth” cards.
- ❖ A variety of educational materials for parents in English. Volunteers can choose which pieces are appropriate for each family based on age of the child(ren), what materials they may have already received, and potential reading level of the parents.
- ❖ A BR staff guide called “Talking With WIC Parents”.
- ❖ In the purple (Spanish) section, you will find:
 - Educational materials for parents in Spanish. There is only one set, so age is the key factor.
 - An “Introduction Card” (purple). English on one side, Spanish on the other. This enables parents to understand what you are offering.

4. As you approach families:

- ❖ Introduce yourself as a “BR volunteer” or “retired teacher and BR volunteer”.
- ❖ Explain the BR Program, as described above...new book at each visit.
- ❖ Ask the age of their child/children so you can direct them to appropriate books and parent education.
- ❖ ****Ask what school district they live in** to determine if a “bundle invitation” card is appropriate. ****If they live in one of our 8 communities (*Bloomfield, Canandaigua, Honeoye, Marcus Whitman, Midlakes, Naples, Red Jacket, or Victor*), and their child is under 36 months of age**, give them a “Bundle Invitation” card. Babies up to 36 months of age who live in our 8 communities are eligible to receive a bundle of books! If a reason for the question seems needed, let them know that it is important for us to know what communities we are reaching through the WIC program.
- ❖ Express the importance of reading to their baby/child daily; reading 20 minutes a day with their child is a key to their child’s success in school.
- ❖ It is important to “visit” with all adults in the waiting room. Some may have eligible children they did not bring along.
- ❖ The Parent Guide is certainly appropriate the first time, but not every time.
- ❖ When possible, read to the children in the waiting room to model for parents.
- ❖ **Completed bundle-invitation cards** should be left for the Director of Programs to pick up. There is a folder/envelope taped to the side of our first file cabinet.
- ❖ **Pregnant moms:** Moms due within a month should be told about the program and receive the Safe Sleep packet as their first book, and our Parent Guide. If they want an additional first book, please accommodate them. Moms with more distant due dates can receive “5 Reasons to Read Before Birth”. Gifting a first book may also be appropriate.
- ❖ **The Safe Sleep Packet** and Parent Guide should go to moms in their last month of pregnancy and with infants up to 4 or 5 months of age (use your judgment).
- ❖ **Before you leave**, tidy and fill the boxes and making sure books are in the right boxes. There are extra books sorted by age in the second and third file cabinets on the right.
- ❖ **Spanish-Speaking families:** There are parent tips in Spanish, Safe-Sleep books in Spanish, and 3 - 4 age-appropriate bi-lingual books in each book bin. There is generally a Spanish-speaking WIC staff member available if help is needed.

Overlap of WIC and Community Programs:

Families who receive books through our WIC program, can also receive a “bundle of books” through one of our community programs, or Thompson Hospital, and vice versa. Bundles received in our communities or at Thompson do not prevent families from receiving WIC books.

BUDDING READERS INC. OPERATING GUIDELINES

APPENDIX K

LEGAL DOCUMENTS – BUDDING READERS INC.

BR INC. - CERTIFICATE OF INCORPORATION.....	page 48
BR INC. Certificate of Incorporation – Change of Address	page 75
BR INC. – BYLAWS.....	page 55
BR INC. - IRS LETTER VERIFYING 501-C-3 STATUS.....	page 60
BR INC. - CONFLICT OF INTEREST POLICY.....	page 62
BR INC. - CONFLICT OF INTEREST QUESTIONNAIRE.....	page 65
BR INC. - NY- ST119 – NY STATE TAX EXEMPTION CERTIFICATE....	page 67
BR INC. - NY – ST119-1 – NY SALES TAX EXEMPTION FORM.....	page 68
BR INC. - UNANIMOUS CONSENT.....	page 70
BR INC. - BANK RESOLUTION.....	page 72
BR INC.- NY CHARITY BUREAU REGISTRATION.....	page 74

F =

STATE OF NEW YORK

DEPARTMENT OF STATE

I hereby certify that the annexed copy has been compared with the original document in the custody of the Secretary of State and that the same is a true copy of said original.



WITNESS my hand and official seal of the Department of State, at the City of Albany, on September 3, 2019.

Brendan C. Hughes

Brendan C. Hughes
Executive Deputy Secretary of State

Rev. 06/13

190830000 047

CERTIFICATE OF INCORPORATION

of

BUDDING READERS INC.**Under Section 402 of the Not-For-Profit Corporation Law**

- FIRST:** The name of the corporation is: Budding Readers Inc.
- SECOND:** The corporation is a corporation as defined in subparagraph (a)(5) of Section 102 of the Not-For-Profit Corporation Law.
- THIRD:**
- (a) The charitable purpose or purposes for which the corporation is formed are as follows:
 - (i) To educate, encourage and equip parents to read with their infants and young children as a natural part of their daily routine.
 - (ii) To do any and all other lawful acts or things incidental or connected with or useful, suitable, necessary or proper for the furtherance of accomplishment of the foregoing purposes and objectives stated herein, including the power to acquire, own and dispose of real property, solicit and receive grants, bequests, and contributions for the corporate purposes; and
 - (iii) To possess all the rights, powers and privileges now or hereafter conferred by the laws of the State of New York upon a not-for-profit corporation organized under the laws of New York State.
 - (b) Nothing herein shall authorize the corporation to:
 - (i) operate, maintain or manage a charter school, a nursery school, a kindergarten, an elementary school, a secondary school, a college, university or to advertise or offer credit-bearing courses or degrees in New York State;
 - (ii) operate or maintain a library, museum, archive or historical society or to own or hold collections; or
 - (iii) engage in the practice of any profession in New York, engage in the training of any profession in New York or to use a professional title or term of any profession in New York in violation of Title VIII of the Education Law.

- 1 -

18789660.1

190830000047

Pages 1 of the Certificate of Incorporation is presented twice to preserve the NYS numbers stamped on this photocopied page verifying "incorporation" and the date. Clearly the page in Word is more readable.

CERTIFICATE OF INCORPORATION

of

BUDDING READERS INC.**Under Section 402 of the Not-For-Profit Corporation Law**

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- SECOND: The corporation is a corporation as defined in subparagraph (a)(5) of Section 102 of the Not-For-Profit Corporation Law.
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- (i) To educate, encourage and equip parents to read with their infants and young children as a natural part of their daily routine.
 - (ii) To do any and all other lawful acts or things incidental or connected with or useful, suitable, necessary or proper for the furtherance of accomplishment of the foregoing purposes and objectives stated herein, including the power to acquire, own and dispose of real property, solicit and receive grants, bequests, and contributions for the corporate purposes; and
 - (iii) To possess all the rights, powers and privileges now or hereafter conferred by the laws of the State of New York upon a not-for-profit corporation organized under the laws of New York State.
- (b) Nothing herein shall authorize the corporation to:
- (i) operate, maintain or manage a charter school, a nursery school, a kindergarten, an elementary school, a secondary school, a college, university or to advertise or offer credit-bearing courses or degrees in New York State;
 - (ii) operate or maintain a library, museum, archive or historical society or to own or hold collections; or
 - (iii) engage in the practice of any profession in New York, engage in the training of any profession in New York or to use a professional title or term of any profession in New York in violation of Title VIII of the Education Law.
- FOURTH: The Corporation is not formed to engage in an activity or for a purpose requiring consent or approval of any state official, department, board, agency or other body.
- FIFTH: The corporation is a charitable corporation under Section 201 of the Not-for-Profit Corporation Law.
- SIXTH: The office of the corporation is to be located in the County of Ontario, State of New York.

SEVENTH: The names and addresses of the initial directors of the corporation are:

<u>Name</u>	<u>Address</u>
Tam Spitzer	8485 Garlinghouse Rd. Naples, NY 14512
Lynn Johnson	559 County Road 7 Clifton Springs, NY 14432
Rhonda Parrish	8516 Laura Lane Honeoye. NY 14471

EIGHTH: The Secretary of State is hereby designated as the agent of the corporation upon whom process against it may be served. The address to which the Secretary of State shall mail a copy of any process accepted on behalf of the corporation is: Budding Readers Inc. c/o Tam Spitzer, 8485 Garlinghouse Road, Naples, New York 14512.

NINTH: The following language relates to the corporation's tax exempt status and is not a statement of purposes and powers. Consequently, this language does not expand or alter the corporation's purposes or powers set forth in paragraph THIRD. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article THIRD hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

TENTH: Upon the dissolution of the corporation pursuant to the Not-For-Profit Corporation Law, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine which are organized and operated exclusively for such purposes.

ELEVENTH: To the fullest extent permitted by Section 720-a of the Not-For-Profit Corporation Law, as it now exists or is hereafter amended, or any successor law thereto, no person serving without compensation as a director or officer of the corporation shall be liable to any person other than the corporation based solely on his or her conduct in the execution of such office unless the conduct of such director or officer with respect to the person asserting liability constituted gross negligence or was intended

to cause the resulting harm to the person asserting such liability. For purposes of this paragraph, such a director or officer shall not be considered compensated solely by reason of payment of his or her actual expenses incurred in attending meetings or otherwise in the execution of such office.

TWELFTH: To the fullest extent permitted by the Not-For-Profit Corporation Law, as it now exists or is hereafter amended, or any successor law thereto, the Corporation shall indemnify and advance expenses to its directors and officers.

THIRTEENTH: IRS Language: The corporation is organized exclusively for charitable, religious, educational, or scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code.

IN WITNESS WHEREOF, the undersigned has subscribed this Certificate of Incorporation this ____ day of July, 2019 and hereby affirms that the statements contained herein are true under penalties of perjury.

John P. Lowe, Jr.
2000 Five Star Bank Plaza
100 Chestnut Street
Rochester, New York 14604

CERTIFICATE OF INCORPORATION

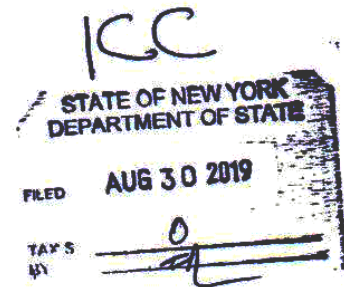
OF

BUDDING READERS INC.

Under Section 402 of the Not-for-Profit Corporation Law

042

Filed by: John P. Lowe, Jr.
2000 Five Star Bank Plaza
100 Chestnut Street
Rochester, New York 14604



049

- 5 -

18789660.1

The Certificate of Incorporation is filed with NYS to establish BR, Inc. as a Corporation in NYS. The address of the corporation on the Incorporation document can never be changed. Thus, see pages 75 & 76 for the change of address of our Corporation, BR, Inc.

N. Y. S. DEPARTMENT OF STATE
DIVISION OF CORPORATIONS AND STATE RECORDS

ALBANY, NY 12231-0001

FILING RECEIPT

=====

ENTITY NAME: BUDDING READERS INC.

DOCUMENT TYPE: INCORPORATION (NOT-FOR-PROFIT)

TYPE: C COUNTY: ONTA

=====

FILED: 08/30/2019 DURATION: PERPETUAL CASH#: 190830000049 FILM #: 190830000047

FILER:

EXIST DATE

JOHN P LOWE JR
2000 FIVE STAR BANK PLAZA
100 CHESTNUT STREET
ROCHESTER, NY 14604

08/30/2019

ADDRESS FOR PROCESS:

C/O TAM SPITZER
8485 GARLINGHOUSE ROAD
NAPLES, NY 14512

REGISTERED AGENT:

=====

SERVICE COMPANY: ** NO SERVICE COMPANY **

SERVICE CODE: 00

FEEs 85.00

FILING 75.00
TAX 0.00
CERT 0.00
COPIES 10.00
HANDLING 0.00

PAYMENTS 85.00

CASH 0.00
CHECK 85.00
CHARGE 0.00
DRAWDOWN 0.00
OPAL 0.00
REFUND 0.00

=====

DOS-1025 (04/2007)

BYLAWS

BUDDING READERS INC.

ARTICLE I

NO MEMBERS

Section 1. No Members. The Corporation shall not have members.

ARTICLE II

BOARD OF DIRECTORS

Section 1. Power of Board and Qualification of Directors. The Corporation shall be managed by its Board of Directors. Board members must be at least eighteen years of age.

Section 2. Number and Term of Office. The number of Directors shall be not less than three. Until changed by vote of the Board of Directors, as provided herein, the number of Directors constituting the entire Board of Directors shall be fixed at three. The number of Directors may be changed from time to time by vote of a majority of the entire Board of Directors, provided that the number is not less than three and that no decrease in the number of Directors shall shorten the term of any incumbent Director. Subject to their earlier resignation or removal, directors shall serve until the next Annual Meeting of the Board of Directors at which directors are regularly elected and until their respective successors have been elected or appointed and qualified.

Section 3. Organization. At each meeting of the Board of Directors, the Chair, or, in the absence of the Chair, the officer listed next in order in Article IV, Section 1 shall preside. The Secretary shall act as secretary of the Board of Directors. In the absence of the Secretary, the Directors the meeting shall select an individual to record minutes.

Section 4. Resignations and Removal of Directors.

(a) Any Director of the Corporation may resign at any time by giving written notice to the Chair or to the Secretary. Such resignation shall take effect at whatever time may be specified in the notice or, if no time is specified, then on delivery.

(b) Any or all of the Directors may be removed for cause by vote of the Directors, provided there is a quorum present of not less than a majority of the entire Board of Directors.

Section 5. Newly Created Directorships and Vacancies. Vacancies in the Board of Directors and newly created directorships resulting from an increase in the number of Directors shall be filled by the vote of a majority of Directors then in office, regardless of their number. Directors thus elected shall serve until the next Annual Meeting of the Board of Directors at which Directors of the Corporation are regularly elected and until their successors are elected and have qualified.

Section 6. Action by the Board of Directors.

(a) Except as otherwise provided by law or in these by-laws, the act of the Board of Directors means action at a meeting of the Board at which a quorum is present, by vote of a majority of the Directors present at the time of the vote. Each Director shall have one vote.

(b) Action by the Board of Directors or by any committee of the Board may be taken by written consent of all members of the Board or the committee in lieu of a meeting. The resolutions consented to and the written consents shall be filed with the minutes of the Board or committee.

Section 7. Place of Meetings. The Board of Directors may hold its meeting within Ontario County, New York, or any county adjacent thereto, or at any other place that it selects from time to time.

Section 8. Regular Meetings. Regular meetings of the Board of Directors may be held without notice at such times as the Board may from time to time decide.

Section 9. Special Meetings. Special meetings of the Board of Directors shall be held whenever called by the Chair or one half of the entire Board of Directors. Notice shall be given orally or in writing and shall state the purposes, time and place of the meeting. If notice is given orally, whether in person or by telephone, it shall be given not less than one day before the meeting. If notice is given in writing, it shall be sent by mail or other reasonable means not less than four days before the meeting.

Section 10. Waivers of Notice. Notice of a meeting need not be given to any Director who submits a signed waiver of notice, before or after the meeting, or who attends the meeting without protesting the lack of notice to him (either prior to the start of the meeting or at its commencement).

Section 11. Quorum. Except as otherwise provided by statute or these by-laws, a majority of the entire Board of Directors shall constitute a quorum for the transaction of business.

Section 12. Adjournment. A majority of the Directors present, whether or not a quorum is present, may adjourn any meeting to another time and place without notice to any Director.

Section 13. Conference Telephone. Any one or more Directors may participate on a meeting of the Board of Directors or any committee designated pursuant to Article III by means of conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time.

ARTICLE III

COMMITTEES

Section 1. Committees. The Board of Directors may designate committees, each consisting of three or more members, with whatever members and authority as they provide in the resolution designating the committee, except that no such committee shall have authority to do any of the following acts:

- (a) Fill vacancies in the Board or in any committee;
- (b) Fixing the compensation of directors;
- (c) Amend or repeal the by-laws; or
- (d) Amend or repeal any resolution of the Board which by its terms shall not be so amendable or repealable;
- (e) The election or removal of officers and directors;
- (f) The approval of a merger or plan of dissolution;
- (g) The authorization of the sale, lease, exchange or other disposition of all or substantially all the assets of a Corporation; or
- (h) The approval of amendments to the certificate of incorporation.

Section 2. Meetings. The times and places of committee meetings shall be determined by the Chair of the Corporation or by the Chairman of the committee.

Section 3. Quorum and Manner of Acting. Unless otherwise provided by the Board of Directors, a majority of the members of a committee shall constitute a quorum and the vote of a majority of the members attending when there is a quorum present shall be the act of the committee.

ARTICLE IV

OFFICERS

Section 1. Officers. The officers of the Corporation shall be a Chair, a President, one or more Vice Presidents, a Treasurer, and a Secretary, or such other officers as the Board of Directors may determine. Any two or more offices may be held by the same person, except the offices of President and Secretary.

Section 2. Term of Office and Qualifications. Officers shall be elected by the Board of Directors. Unless the Board determines otherwise, each officer's term of office shall last until the officer's successor is elected or appointed and qualified.

Section 3. Removal and Resignation of Officers. Any officer may be removed by the Board of Directors, with or without cause. Any officer may resign at any time by giving written notice to the Board of Directors, or to the Chair or to the Secretary. An officer's resignation shall take effect at the time it specifies. If no time is specified, the resignation is effective upon delivery.

Section 4. Vacancies. A vacancy in any office shall be filled by the Board of Directors.

Section 5. Chair. The Chair shall preside at all meetings of the Board of Directors at which the Chair is present.

Section 6. The President. The President shall be the chief executive officer and executive director of the Corporation and, subject to the determinations of the Board of Directors, shall have general control and management of the affairs of the Corporation. In the absence or incapacity of any other officer of the Corporation, the President shall have the authority and may perform the duties of that officer.

Section 7. The Vice Presidents. Each Vice President shall, in the absence or incapacity of the President and in order of seniority as fixed by the Board of Directors, have the authority and perform the duties of the President, and each shall have such other authority and perform such other duties as the Board of Directors may prescribe.

Section 8. Treasurer. The Treasurer shall keep and maintain the account books and shall be in charge of, and responsible for, all funds and securities of the Corporation. The Treasurer shall perform all other duties customarily incident to the office of Treasurer and such other duties as from time to time may be assigned by the Board of Directors.

Section 9. Secretary. The Secretary shall act as secretary of Board meetings and shall keep the minutes of all such meetings; the Secretary shall see that all necessary notices of meetings are duly given; the Secretary shall keep a current list of the Corporation's Directors and officers and their residence addresses; the Secretary shall be custodian of the seal of the Corporation.

Section 10. Appointed Officers. The Board of Directors may delegate to any officer or committee the power to appoint and to remove any subordinate officer, agent or employee.

ARTICLE V

CONTRACTS, CHECKS, DRAFTS AND BANK ACCOUNTS

Section 1. Execution of Contracts. The Board of Directors, except as these by-laws otherwise provide, may authorize any officer or officers, agent or agents, in the name of and on behalf of the Corporation to enter into any contract or execute and deliver any instrument, and such authority may be general or confined to specific instances. Unless so authorized by the Board of Directors no officer, agent or employee shall have any power or authority to bind the Corporation by any contract or to pledge its credit.

Section 2. Loans. No loans shall be contracted on behalf of the Corporation unless specifically authorized by the Board of Directors.

Section 3. Checks, Drafts and Orders for Payment. All checks, drafts and other orders for the payment of money out of the funds of the Corporation, and all notes or other evidences of indebtedness of the Corporation, shall be signed on behalf of the Corporation in such manner as shall from time to time be determined by resolution of the Board of Directors.

Section 4. Deposits. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select.

ARTICLE VI

GENERAL

Section 1. Office. The office of the Corporation shall be at such place in the County of Ontario, State of New York, as the Board of Directors may determine.

Section 2. Seal. The corporate seal shall be in the form of a circle and shall have inscribed thereon the words “Budding Readers Inc.” or such other language as the Board of Directors may approve.

Section 3. Indemnification of Directors and Officers. To the full extent authorized by law, the Corporation shall indemnify any person, made or threatened to be made, a party in any action or proceeding, whether civil or criminal, by reason of the fact that the person, his or her testator or intestate is or was a Director or officer of the Corporation. The foregoing shall not obligate the Corporation to purchase Directors’ and officers’ liability insurance, but the Corporation may purchase such insurance if authorized and approved by the Board of Directors and permitted by applicable law.

Section 4. Fiscal Year. The fiscal year of the Corporation shall commence July 1 each calendar year and ending June 30.

Section 5. Amendments. The By-laws of the Corporation may be amended or repealed by vote of two-thirds of the entire Board of Directors of the Corporation.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **NOV 04 2019**

BUDDING READERS INC
8485 GARLINGHOUSE ROAD
NAPLES, NY 14512-9246

Employer Identification Number:
84-3096875
DLN:
26053698002199
Contact Person:
CUSTOMER SERVICE ID# 31954
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
June 30
Public Charity Status:
509(a)(2)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
August 30, 2019
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

-2-

BUDDING READERS INC

Sincerely,

Stephen A. Martin

Director, Exempt Organizations
Rulings and Agreements

Letter 947

BUDDING READERS INC. CONFLICT OF INTEREST AND RELATED PARTY TRANSACTION POLICY

I. PURPOSE.

All directors, officers and staff owe a duty of loyalty to Budding Readers Inc. (the “Organization”) and must act in good faith and in the Organization’s best interests, rather than in their own interests or the interests of another entity or person, and must comply with applicable legal requirements. The purpose of this Conflict of Interest and Related Party Transaction Policy (this “Policy”) is to set forth procedures for monitoring, reporting, review and oversight of, and review, approval or ratification of any action taken in connection with, conflicts of interest and related party transactions.

II. APPLICABILITY.

This Policy applies to any person who is or becomes:

1. A director of the Organization;
2. An officer of the Organization;
3. A “key person” (as defined below) of the Organization;
4. A “relative” (as defined below) of any of the foregoing persons;
5. Any entity in which any of the foregoing persons has a 35% or greater ownership or beneficial interest or, in the case of a partnership or professional corporation, a direct or indirect ownership interest in excess of 5%; and
6. Any other employee, volunteer, independent contractor of, or substantial contributor to, the Organization (each, a “Covered Person” or “you”).

A “key person” is a person who is in a position to exercise power or substantial influence over the Organization and, other than directors and officers, may include, without limitation, a person who: (i) founded the Organization, (ii) is a substantial contributor, (iii) has authority to control a substantial portion of the Organization’s capital expenditures, operating budget or employee compensation, (iv) manages the Organization or a discrete segment or activity of the Organization that represents a substantial portion of the activities, assets, income or expenses of the Organization (as compared to the Organization as a whole); (v) receives compensation primarily based on revenues derived from the Organization’s activities; and/or (vi) is highly-compensated by the Organization (for example, receiving annual compensation greater than \$50,000). Persons who qualify as “key persons” of the Organization will be so notified by the Organization.

A “relative” is a (i) spouse, domestic partner, ancestor, child (whether natural or adopted), grandchild, great-grandchild, sibling (whether whole- or half-blood), or (ii) spouse or domestic partner of a child (whether natural or adopted), grandchild, great-grandchild or sibling (whether whole- or half-blood).

III. CONFLICTS OF INTEREST.

A conflict of interest arises whenever the interests of the Organization come into conflict with a financial or personal interest of a Covered Person, or otherwise whenever a Covered Person’s personal or financial interest could be reasonably viewed as affecting his or her objectivity or independence in fulfilling their duties to the Organization. While it is not possible to describe or anticipate all the circumstances that might involve a conflict of interest, a conflict of interest typically arises whenever a Covered Person has (directly or indirectly):

1. A direct or indirect interest (financial or otherwise) in a transaction, agreement or any other arrangement and in which the Organization participates;
2. a compensation arrangement or other interest in a transaction with the Organization;
3. a compensation arrangement or other interest in or affiliation with any entity or individual that:

- (i) sells goods or services to, or purchases goods or services from, the Organization; (ii) competes with the Organization; or (iii) the Organization has, or is negotiating, or contemplating negotiating, any other transaction or arrangement with;
4. the ability to use his or her position, or confidential information or the assets of the Organization, to his or her (or an affiliated party's) personal advantage or for an improper or illegal purpose;
 5. solicited or accepted any gift, entertainment, or other favor where such gift might create the appearance of influence on the Covered Person (other than gifts of nominal value, which are clearly tokens of respect and friendship unrelated to any particular transaction);
 6. acquired any property or other rights in which the Organization has, or the Covered Person knows or has reason to believe at the time of acquisition that the Organization is likely to have, an interest;
 7. an opportunity related to the activities of the Organization that is available to the Organization or to the Covered Person, unless the Board has made an informed decision that the Organization will not pursue that opportunity;
 8. been indebted to the Organization, other than for amounts due for ordinary travel and expense advances; or
 9. any other circumstance that may, in fact or in appearance, make it difficult for the Covered Person to exercise independent, objective judgment or otherwise perform effectively.

IV. CONFLICT OF INTEREST PROCEDURE FOR DISCLOSURE AND QUESTIONNAIRE.

All material facts related to conflicts of interest (including the nature of your interest and information about any proposed transaction or other arrangement) are required to be disclosed in good faith and in writing to the Board at the Organization's executive office. Disclosures should be made in advance, before any action is taken on the matter. Conflict identification and analysis can be difficult and, therefore, you are at all times expected to err on the side of caution and disclose all instances where a conflict of interest or the appearance of a conflict exists, even if you do not believe that there is an actual conflict.

Each current director, officer and key employee of the Organization, as well as nominees for election as director (prior to his or her initial election), must submit to the Secretary of the Organization at least once per year (and updated as appropriate) a questionnaire substantially in the form of the Appendix to this Policy. The Secretary of the Organization shall provide copies of all completed statements to the Chair of the Board.

V. REVIEW AND APPROVALS.

The Board will review all conflicts of interest and determine whether to approve or ratify any such matters. The Board may only approve the underlying matter if it determines that such matter, under the terms and within the circumstances and conditions presented, is fair, reasonable, and in the best interests of the Organization. In making its determination, the Board will consider, without limitation:

1. Alternative transactions to the extent available;
2. The Organization's mission and resources;
3. The possibility of creating an appearance of impropriety that might impair the confidence in, or the reputation of, the Organization (even if there is no actual conflict or wrongdoing); and
4. Whether the conflict may result in any private inurement, excess benefit transaction or impermissible private benefit under laws applicable to tax-exempt organizations.
5. The approval of any matter that is the subject of this Policy shall require the approval of at least a majority of the members of the Board present and voting at the meeting. Persons with an interest in any matter under review by the Board are not permitted to be present at or participate in any deliberations or voting by the Board with respect to the matter giving rise to the potential conflict, and must not attempt to influence improperly the deliberation or voting on such matter. In appropriate circumstances, any such person may be called upon to provide information relevant to the determination prior to the commencement of deliberations or voting related thereto.

6. In the event the Organization and/or a Covered Person in error enters into or otherwise participates in a conflict of interest transaction that requires pre-approval by the Board pursuant to this Policy, that transaction must promptly upon discovery of such error be presented to the Board for its review and the Board shall consider, if appropriate, whether to (i) ratify such transaction, (ii) direct the rescission or modification of the transaction, (iii) take any disciplinary action, and/or (iv) make changes to the Organization's controls and procedures in connection with such error.

VI. RECORDS.

The minutes of the Board meeting during which a potential or actual conflict of interest is disclosed or discussed shall be documented contemporaneously with the meeting and reflect the name of the interested Covered Person, the nature of the conflict, and details of the deliberations of the disinterested directors (such as documents reviewed, any alternatives considered, comparative costs or bids, market value information and other factors considered in deliberations) and the resolution of the conflict including any ongoing procedures to manage any conflict that was approved. The interested person shall only be informed of the final decision and not of particular directors' positions or how they voted. In addition, certain related party transactions are required to be disclosed in the notes to the Organization's audited financial statements and its annual federal tax filing on Form 990.

VII. COMPLIANCE.

If the Board has reasonable cause to believe that a Covered Person has failed to comply with this Policy, it may make such further investigation as may be warranted in the circumstances and if it determines that a Covered Person has failed to comply with this Policy, it shall take appropriate action which may include removal of the Covered Person from office or termination of employment.

VIII. POLICY ADOPTION AND OVERSIGHT.

The Board is responsible for providing oversight of the adoption and implementation of, and compliance with this Policy. Only directors satisfying the definition of "independence" pursuant to applicable law are permitted to participate in any deliberations or vote on matters relating to this Policy. An "independent director" is defined to mean a member of the Board who:

1. Is not and has not been within the last three years, an employee of the Organization, and does not have a relative who is, or has been within the last three years, a key employee of the Organization;
2. Has not received and does not have a relative who has received, in any of the last three fiscal years, more than \$10,000 in direct compensation from the Organization (not including reasonable compensation or reimbursement for services as a director); and
3. Is not a current employee of or does not have a substantial financial interest in, and does not have a relative who is a current officer of or has a substantial financial interest in, any entity that has made payments to or received payments from, the Organization for property or services in an amount which, in any of the last three fiscal years, exceeds the lesser of: (a) \$25,000 or (b) 2% of such entity's consolidated gross revenue (which payments do not include charitable contributions).

This Conflict of Interest and Related Party Transaction Policy was adopted by the Board on _____, 2019.

BUDDING READERS INC.
QUESTIONNAIRE CONCERNING CONFLICTS OF INTEREST AND AFFIRMATION
RE: ORGANIZATION POLICIES

Part A: To be Completed by Directors, Director Nominees, Officers and Key Employees

- Please identify, to the best of your knowledge, any and all entities of which you are an officer, director, trustee, member owner (either as a sole proprietor or a partner), or employee and with which Budding Readers Inc. (the "Organization") has a relationship:

- Please identify, to the best of your knowledge, any and all transactions in which the Organization is a participant and in which you have or might have a financial or personal interest:

- § Have you or any "relative" (as defined in the Conflict of Interest and Related Party Transaction Policy), had or engaged in, or do you know of any other "Covered Person" (as defined in the Conflict of Interest and Related Party Transaction Policy) that has or engaged in, any of the following? (other than matters already fully disclosed, evaluated and resolved):

		Yes	No
1.	a direct or indirect interest (financial or otherwise) in a transaction, agreement or any other arrangement and in which the Organization or any affiliate participates?		
2.	a compensation arrangement or other interest in a transaction with the Organization?		
3.	a compensation arrangement or other interest in or affiliation with any entity or individual that: (a) sells goods or services to, or purchases goods or services from, the Organization; (b) competes with the Organization; or (c) the Organization has, or is negotiating, or contemplating negotiating, any other transaction or arrangement with?		
4.	used your/their position, or confidential information or the assets of the Organization to your/their (or an affiliated party's) personal advantage or for an improper or illegal purpose?		
5.	solicited or accepted any gift, entertainment, or other favor where such gift might create the appearance of influence on you/them (other than gifts of nominal value, which are clearly tokens of respect and friendship unrelated to any particular transaction)?		
6.	acquired any property or other rights in which the Organization has, or you/they know or have reason to believe at the time of acquisition that the Organization is likely to have, an interest?		
7.	an opportunity related to the activities of the Organization that is available to the Organization or to you/them, unless the Board has made an informed decision that the Organization will not pursue that opportunity?		
8.	indebtedness to the Organization, other than for amounts due for ordinary travel and expense advances?		
9.	any other circumstances that may, in fact or in appearance, make it difficult for you/them to exercise independent, objective judgment or otherwise perform effectively?		

If you answered “Yes”, to any of the above please describe the relevant facts (attach a separate sheet if necessary):

Part B: To be Completed by Directors Only

		Yes	No
1.	Have you been an employee of the Organization of the Organization within the last three years?		
2.	Do you have a “relative” (as defined in the Conflict of Interest and Related Party Transaction Policy) who has been a “key employee” (as defined in the Conflict of Interest and Related Party Transaction Policy) of the Organization within the last three years?		
3.	Have you received and/or do you have a relative who has received more than \$10,000 in direct compensation from the Organization in any of the last three fiscal years (not including reasonable compensation or reimbursement for services as a director)?		
4.	Do you have a financial interest in and/or are you an employee of, any entity that has made payments to or received payments from, the Organization in excess of the lesser of: (a) \$25,000 or (b) 2% of such entity’s consolidated gross revenue over the last three years (which payments do not include charitable contributions)? If so, what is or was the nature of your financial interest or relationship?		
5.	Do you have a relative who has a financial interest in and/or who is an officer of, any entity that has made payments to or received payments from, the Organization in excess of the lesser of: (a) \$25,000 or (b) 2% of such entity’s consolidated gross revenue over the last three years (which payments do not include charitable contributions)? If so, what is or was the nature of your relative’s financial interest or relationship?		

If you answered “Yes”, to any of the above please describe the relevant facts (attach a separate sheet if necessary):


The answers to the foregoing questions are stated to the best of my knowledge and belief. I also acknowledge that I have received a copy of, read and understood the Conflict of Interest and Related Party Transaction Policy of the Organization and agree that I have adhered and will continue to adhere to such Policy. Additionally, I understand that in order to maintain its federal tax exemption the Organization must engage primarily in activities that accomplish one or more of its tax exempt purposes.

Date: _____

Signature: _____

Printed Name: _____

This is a card – You are looking at the front (top) & the back (bottom).



New York State Department of Taxation and Finance

Exempt Organization Certificate

ST-119


(2/14)

The organization named below is exempt from payment of New York State and local sales and use tax. **Note:** This is your organization's proof of exemption and must be retained in your organization's permanent files. If this card is saved to an electronic version, you still must retain this original card in your permanent files.

The number shown on this certificate must be entered on any Form ST-119.1, *Exempt Organization Exempt Purchase Certificate*, presented to a vendor. If this certificate is lost or destroyed, you must contact the Exempt Organizations Unit for instructions to obtain a replacement.

This certificate will remain in effect unless it is revoked or canceled. Misuse of the authority granted under this certificate will result in the revocation of exempt status and subject the organization to substantial civil and criminal penalties.

BUDDING READERS INC
5999 REDFIELD DR
FARMINGTON NY 14425



Certificate number	EX 274601
Date issued	February 13, 2020

This certificate may not be altered, changed, lent, or transferred to another organization or person.

ST-119 (2/14) (back)

Instructions

See Publication 843, *A Guide to Sales Tax in New York State for Exempt Organizations*, for further information concerning your exemption.

This certificate must be returned to the Sales Tax Exempt Organizations Unit if the organization changes its organizational structure, activities, organizing document, or bylaws. A reappraisal of the organization's exempt status will be made provided it submits a copy of the applicable amended organizing document or statement of activities.

An organization that changes its structural form (for example, an association reorganizes as a corporation) must file Form ST-119.2, *Application for an Exempt Organization Certificate*, and return this certificate in order to establish the new entity's status for sales tax exemption.

If only the name or address of the organization changes, complete part A below and submit a copy of the amendment to your organizing documents that provides for the change of name. If the organization terminates, complete part B below and return certificate for cancellation.

A. Change of name or address (A new Form ST-119, *Exempt Organization Certificate*, will be issued to replace this one.) 103799

New name (print or type)			
New address (print or type)	City	State	ZIP code
Street			

B. Cancel (state reason) _____ Date _____

Address all correspondence to: **NYS Tax Department, Sales Tax Exempt Organizations Unit, W A Harriman Campus, Albany NY 12227**



New York State Department of Taxation and Finance
New York State and Local Sales and Use Tax
Exempt Organization
Exempt Purchase Certificate

ST-119.1
 (10/11)

Single purchase certificate

Blanket certificate

Your exempt organization number is **not your federal employer identification number** (see instructions).

Exempt organization number (6-digit number issued by the New York State Tax Department)					
EX -					

Name of seller			Name of exempt organization/purchaser		
Street address			Street address		
City	State	ZIP code	City	State	ZIP code

The exempt organization **must be the direct purchaser and payer of record.**

You may **not** use this form to purchase motor fuel or diesel motor fuel exempt from tax.

Representatives of governmental agencies or diplomatic missions may not use this form.

Carefully read the instructions and other information on the back of this document.

I certify that the organization named above holds a valid Form ST-119, *Exempt Organization Certificate*, and is exempt from New York State and local sales and use taxes on its purchases.

Certification: I certify that the above statements are true, complete, and correct, and that no material information has been omitted. I make these statements and issue this exemption certificate with the knowledge that this document provides evidence that state and local sales or use taxes do not apply to a transaction or transactions for which I tendered this document and that willfully issuing this document with the intent to evade any such tax may constitute a felony or other crime under New York State Law, punishable by a substantial fine and a possible jail sentence. I understand that this document is required to be filed with, and delivered to the vendor as agent for the Tax Department for the purposes of section 1838 of the Tax Law and is deemed a document required to be filed with the Tax Department for the purpose of prosecution of offenses. I also understand that the Tax Department is authorized to investigate the validity of tax exclusions or exemptions claimed and the accuracy of any information entered on this document.

Print or type name of officer of organization	Title
Signature of officer of organization	Date issued

Need help?



Visit our Web site at www.tax.ny.gov

- get information and manage your taxes online
- check for new online services and features



Telephone assistance

Sales Tax Information Center: (518) 485-2889

To order forms and publications: (518) 457-5431



Text Telephone (TTY) Hotline (for persons with hearing and speech disabilities using a TTY): If you have access to a TTY, contact us at (518) 485-5082. If you do not own a TTY, check with independent living centers or community action programs to find out where machines are available for public use.



Persons with disabilities: In compliance with the Americans with Disabilities Act, we will ensure that our lobbies, offices, meeting rooms, and other facilities are accessible to persons with disabilities. If you have questions about special accommodations for persons with disabilities, call the information center.

Instructions

General information

This form is not valid unless all entries have been completed.

If the organization **does not have** Form ST-119, *Exempt Organization Certificate*, issued by the Tax Department, it **may not use** this form and must pay sales tax on its purchases.

This form may not be used to make tax exempt purchases of motor fuel or diesel motor fuel. Form FT-1020, *Exemption Certificate for Certain Taxes Imposed on Diesel Motor Fuel and Propane*, or FT-1021-A, *Certification for Purchases of Non-Highway Diesel Motor Fuel or Residual Petroleum Products by Certain Exempt Organizations*, may be used to make qualifying purchases of diesel motor fuel exempt from tax.

Hospitals, volunteer fire companies, and volunteer ambulance services exempt from sales tax may claim exemption on the purchase of motor fuel by using Form FT-937, *Certificate of Exemption for Qualified Hospitals, Volunteer Fire Companies and Volunteer Ambulance Services*. Other exempt organizations may use Form FT-500, *Application for Refund of Sales Tax Paid on Petroleum Products*, to apply for a refund of sales tax paid on qualifying purchases of motor fuel and diesel motor fuel.

Representatives of governmental agencies or diplomatic missions may not use this form.

To the purchaser

Misuse of this exemption certificate may subject you to serious civil and criminal sanctions in addition to the payment of any tax and interest due. These include:

- A penalty equal to 100% of the tax due;
- A penalty for each fraudulent exemption certificate issued;
- Criminal felony prosecution, punishable by a substantial fine and a possible jail sentence; and
- revocation of your *Certificate of Authority*, if you are required to be registered as a vendor. See TSB-M-09(17)S, *Amendments That Encourage Compliance with the Tax Law and Enhance the Tax Department's Enforcement Ability*, for more information.

Check either the *Single purchase certificate* or *Blanket certificate* box.

A blanket certificate covers the original purchase and subsequent purchases of the same general type of property or service.

If you do not check the *Blanket certificate* box, the document will be considered a single purchase certificate.

Enter the organization's information as it appears on Form ST-119, *Exempt Organization Certificate*. The EX number requested is **not** a Federal employer identification number or New York State sales tax vendor ID number. The organization must have applied for, and received, exempt status from the Tax Department, and been issued a six-digit EX number. **If you do not have this number, you may not use this form.**

The organization's exemption from sales tax does **not** extend to officers, members, or employees of the exempt

organization. Personal purchases made by these individuals are subject to sales and use tax.

An organization's exemption from sales tax does **not** extend to its subordinate or affiliated units. When making purchases, subordinate or affiliated units may **not** use the exemption number assigned to the exempt organization. Such misuse may result in the revocation of the exempt organization's exemption.

Please print or type the responsible officer information and fill in the date you are issuing this exemption certificate. The exemption certificate must be signed by a responsible officer of the organization.

To the seller

As a New York State registered vendor, you may accept an exemption certificate in lieu of collecting tax and be protected from liability for the tax if the certificate is valid. The certificate will be considered valid if it is:

- accepted in good faith;
- in your possession within 90 days of the transaction; and
- properly completed (all required entries were made).

An exemption certificate is accepted in good faith when you have no knowledge that the exemption certificate is false or is fraudulently given, and reasonable ordinary due care is exercised in the acceptance of the certificate. If an exemption certificate with all entries completed is not received within 90 days after the delivery of the property or service, you will share with the purchaser the burden of proving the sale was exempt.

Note: the exempt organization must be the direct purchaser and payer of record. Any bill, invoice, or receipt you provide must show the organization as the purchaser. Payment must be from the funds of the exempt organization. Payment may not be made from the funds of individual members of the organization, even if they will be reimbursed.

You must also maintain a method of associating an invoice (or other source document) for an exempt sale made to a purchaser with the exemption certificate you have on file from that purchaser.

You must keep this exemption certificate for at least three years after the due date of the return to which it relates, or the date the return was filed, if later.

Privacy notification

The Commissioner of Taxation and Finance may collect and maintain personal information pursuant to the New York State Tax Law, including but not limited to, sections 5-a, 171, 171-a, 287, 308, 429, 475, 505, 697, 1096, 1142, and 1415 of that Law; and may require disclosure of social security numbers pursuant to 42 USC 405(c)(2)(C)(i).

This information will be used to determine and administer tax liabilities and, when authorized by law, for certain tax offset and exchange of tax information programs as well as for any other lawful purpose.

Information concerning quarterly wages paid to employees is provided to certain state agencies for purposes of fraud prevention, support enforcement, evaluation of the effectiveness of certain employment and training programs and other purposes authorized by law.

Failure to provide the required information may subject you to civil or criminal penalties, or both, under the Tax Law.

This information is maintained by the Manager of Document Management, NYS Tax Department, W A Harriman Campus, Albany NY 12227; telephone (518) 457-5181.

**UNANIMOUS
WRITTEN CONSENT
IN LIEU OF THE FIRST MEETING
OF THE
BOARD OF DIRECTORS
OF
BUDDING READERS INC.**

Pursuant to Section 708(b) of the New York Not-For-Profit Corporation Law, the undersigned, being all of the directors of Budding Readers Inc., a New York not-for-profit corporation (the "Corporation"), and constituting its entire Board of Directors, hereby adopt the resolutions set forth below. This Written Consent shall be filed with the minutes of the proceedings of the Board of Directors.

Ratification of Action Taken by the Incorporator.

RESOLVED: That all action taken by the Sole Incorporator of the Corporation are hereby approved, ratified and confirmed.

By-Laws.

RESOLVED: That the By-Laws attached to this Written Consent are hereby adopted as the By-Laws of the Corporation.

Election of Officers.

RESOLVED: That the following persons are hereby elected to the respective offices set forth opposite the person's name below, to serve in those offices until their respective successors are elected and been qualified:

Lynn Johnson	Chair
Tam Spitzer	President
Rhonda Parrish	Treasurer
Janice Driscoll	Secretary

Adoption of Seal; Contracts.

RESOLVED: That the seal impressed on this Written Consent is hereby adopted as the seal of this Corporation; and further

RESOLVED: That, except when expressly provided by the Board of Directors, contracts and other instruments signed in the name of the Corporation by any authorized officer may be accepted as binding on the Corporation, whether or not the seal is affixed thereto Bank Account.

RESOLVED: That the corporate banking resolutions in the form attached to this Consent designating Canandaigua National Bank & Trust Company as depository of funds of the Corporation and authorizing certain officers or other employees of the Corporation to draw checks on and conduct other business with such bank are hereby in all respects approved and adopted; and further

RESOLVED: That the Secretary shall deliver a certified copy of those resolutions to that bank.

Conflict of Interest Policy.

RESOLVED : That the form, terms and provisions of the Conflict of Interest and Related Parties Transaction Policy of the Corporation are hereby authorized, adopted and approved in the form

attached to this Written Consent, with such changes and amendments thereto as the proper officers of this Corporation shall approve.

Commencement of Operations.

RESOLVED: That the Corporation shall proceed to carry out the purpose for which it was incorporated.

RESOLVED: That whereas, prior to the incorporation of Budding Readers, the document entitled “Budding Readers Bylaws and Procedural Guidelines” and attached to this Resolution, was adopted and followed by the volunteers operating that organization;

NOW, THEREFORE, those Guidelines are renamed as the “Operating Guidelines’ and are adopted and endorsed as constituting the operating procedures of the Corporation and its officers and volunteers, to be followed until such time, if any, as those Operating Guidelines are amended or revoked by action of the Corporation’s Board of Directors;

PROVIDED, HOWEVER, that if and to the extent that any provision of the Operating Guidelines, as presently constituted or hereinafter amended, is inconsistent or conflicts with any provision of the Corporation’s Certificate of Incorporation (“Certificate”), the Bylaws of the Corporation (“Corporate Bylaws”), a resolution of the Board of Directors (“Corporate Board Resolution”) as constituted under the Corporate Bylaws, or a law governing this Corporation, then the provision of the Certificate, Corporate Bylaws, Corporate Board Resolution, or law shall prevail, and the inconsistent or conflicting provision of the Guidelines shall be of no force and effect.

General.

This Consent may be executed in counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same Consent

IN WITNESS WHEREOF, we have signed this Consent and direct that it be filed with the minutes of the proceedings of the Board of Directors of the Corporation.

Dated as of: _____, 2019

Tam Spitzer

Lynn Johnson

Rhonda Parrish

ATTACHMENTS:

- By-Laws
- Bank Resolution
- Conflict of Interest Policy

Investing
in you



Canandaigua
National
Bank & Trust

09-25-2019

Business Entity Resolution for Bank Accounts

Account(s) Number(s):



EIN : 84-3096875

Org Type: Non-Profit Organization

Bank Rep: Tyler D. Rossiter

Budding Readers, Inc.

Name of Business Entity
8485 Garlinghouse Rd

Naples, NY 14512

Address

Does this Business Entity Resolution amend an existing Resolution? **NO YES** verify Online Banking Administrator is listed below as a signer. If not, complete a Business Online Banking Administrator Change Form.

TO: THE CANANDAIGUA NATIONAL BANK AND TRUST COMPANY

RESOLVED: That The Canandaigua National Bank and Trust Company (Bank) is hereby designated as a depository of this entity and that deposit accounts of any kind may be opened and maintained in the name of the entity with said Bank.

RESOLVED: That the funds of this entity may be electronically transferred or withdrawn upon the check, draft, note, written order, written withdrawal request, or debit card transaction of this entity signed OR PURPORTING TO BE SIGNED BY THE FACSIMILE SIGNATURE(S). (Cross out facsimile signature clause if not applicable.) In some instances, the request for the electronic transfer of funds may be accepted by an officer of The Canandaigua National Bank and Trust Company over the telephone.

The current individuals who are authorized by the company to sign on behalf of the account(s) ("authorized signers") are listed below.

Title: Board Member
Name: Linda C. Farrell

Title:
Name:

Title: Board Chair
Name: Lynn D. Johnson

Title:
Name:

Title: Treasurer
Name: Rhonda L. Parrish

Title:
Name:

Title: President
Name: Tam M. Spitzer

Title:
Name:

Title:
Name:

Title:
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Name:

Title:
Name:

The Bank is hereby authorized to pay such checks, drafts, notes, written orders, or to pay pursuant to the written withdrawal and electronic transfer requests and to receive the same for credit to the account of the payee, or in payment of the individual indebtedness of the payee, or any other holder when so signed, or to otherwise honor any written instructions concerning said account when signed as authorized above, without inquiry as to the circumstances of their issue or the disposition of their proceeds or any such payments, whether drawn to the individual order or tendered in payment of the individual obligations of any of the above persons or of any officer or employee of this Entity or otherwise.

RESOLVED: That The Canandaigua National Bank and Trust Company as a designated depository of this Entity, is hereby requested, authorized and directed to honor checks, drafts, or other orders for the payment of money drawn in this Entity's name, including those payable to the individual order of any person or persons whose names appear thereon as signer or signers thereof, when bearing or purporting to bear the facsimile signature(s) of any individual(s) listed on the front of this Resolution, and The Canandaigua National Bank and Trust Company shall be entitled to honor and to charge this Entity for such checks, drafts or other orders, regardless of by whom or by what means the actual or purported facsimile signature(s) thereon may have been affixed thereto, if such signature(s) resemble the facsimile specimens duly certified to or filed with The Canandaigua National Bank and Trust Company by the Secretary or other authorized individuals of this Entity.

RESOLVED: That if any one of the authorized signatures is present, the Bank's action in paying such check, draft, written order or paying pursuant to such written withdrawal or oral request shall be binding on the Entity since the requirement of more than one signature is solely an internal requirement of the Entity and shall not be binding on the Bank.

RESOLVED: That any checks, drafts, notes or other instruments of any kind payable to or belonging to this Entity may be endorsed by any of its officers, employees or agents and deposited with the Bank for the credit and use of this Entity and said endorsements may be made in writing or by stamp and without designation of the person so endorsing.

RESOLVED: That the Secretary, or other authorized individual shall furnish to the Bank the names of the presently authorized individuals of this Entity and shall, from time to time hereafter as changes in the personnel of authorized individuals are made, immediately certify such changes to the Bank, and the Bank shall be fully protected in relying on such certification of the Secretary, or other authorized individuals and shall be indemnified and saved harmless from any claims, demands, expenses, loss or damages resulting from, or growing out of, honoring the signature of any officer so certified, or refusing to honor any signature not so certified.

RESOLVED: That any person designated as an authorized signer on accounts of the Entity is authorized to borrow money on behalf of the Entity by taking advances (initiated by overdraft or online transfer) on any existing ChexMate Overdraft Line of Credit Account that has been established for accounts of the Entity.

RESOLVED: That The Canandaigua National Bank and Trust Company, as a designated depository of this Entity, is hereby requested, authorized and directed to issue a debit card to any person or persons designated by the Entity as an authorized signer on accounts of the Entity. The Canandaigua National Bank and Trust Company is hereby requested, authorized and directed to honor electronic transactions initiated by debit card with the signature of an authorized signer (signature based) or by debit card with an assigned Personal Identification Number (PIN based), drawn on this Entity's name, including those payable to the individual order of any person or persons who the Entity has designated as an authorized signer.

RESOLVED: That the Secretary or other authorized individual of this Entity is hereby authorized to certify to the Bank a copy of these resolutions and to authorize additional individuals to conduct on-line banking transactions on behalf of the Entity through the Internet. Such authorization will be made in writing to the bank. The Bank may rely and act upon such certificates, and these resolutions shall continue in full force and effect until the Bank is advised by a like certificate of any changes therein.

I, Rhonda Parrish CERTIFY to THE CANANDAIGUA NATIONAL BANK AND TRUST

COMPANY that the foregoing is a true and complete copy of the resolutions duly adopted by the Entity and are now in full force and effect.

WITNESS my hand and official seal of the Business Entity this 11th day of October 2019

Secretary or other Authorized Individual

If the person signing above is authorized to sign checks, drafts, written withdrawal requests, electronic funds transfer requests, etc., by the above resolutions, this certificate must also be signed by a second officer or member of the Entity, unless the Entity is a Sole Proprietorship.

Second Officer or Member

NOT FOR PROFIT CERTIFICATION

The undersigned certifies that _____ has received an advance or definitive ruling from the Internal Revenue Service granting it a Not-for-Profit status under Section 501(c)(3) through (13) or (19) or Sections 527 or 528 of the Internal Revenue Code and has maintained such status by filing all required financial reports with the Internal Revenue Service.

Signature & Title of Officer or Member



**STATE OF NEW YORK
OFFICE OF THE ATTORNEY GENERAL**

Letitia James
Attorney General

Division of Social Justice
Charities Bureau
09/08/2021

Tam Spitzer
Budding Readers, Inc.
P.O. Box 25024
Farmington, New York 14425
United States

NOTICE OF REGISTRATION

Re: Budding Readers, Inc.
NYS Reg. No: 48-23-73
Registration Statute Type: EPTL

Dear Sir or Madam:

Thank you for amending your registration with the New York State Charities Bureau. Your amendment will appear on the Charities Bureau Registry at CharitiesNYS.com. We value charities' role in New York State, and their service to the community.

The Attorney General's Office is committed to transparency and good governance for charities. If you have any questions concerning your amendment, please contact the Charities Bureau by phone at (212) 416-8401 or email to Charities.Bureau@ag.ny.gov.

Sincerely,
Hanna Rubin
Director of Registrations
Charities Bureau

28 Liberty Street, New York, NY 10005 | (212) 416-8401 | Fax (212) 416-8393



**Division of Corporations,
State Records and
Uniform Commercial Code**

New York State
Department of State
**DIVISION OF CORPORATIONS,
STATE RECORDS AND
UNIFORM COMMERCIAL CODE**
One Commerce Plaza
99 Washington Ave.
Albany, NY 12231-0001
www.dos.ny.gov

**CERTIFICATE OF CHANGE
OF**

Budding Readers, Inc.

(Insert Name of Domestic Corporation)

Under Section 803-A of the Not-for-Profit Corporation Law

FIRST: The name of the corporation is:
Budding Readers, Inc.

If the name of the corporation has been changed, the name under which it was formed is:

SECOND: The certificate of incorporation was filed by the Department of State on:
August 30, 2019

THIRD: The change(s) effected hereby are: *(Check appropriate statement(s))*

The county location, within this state, in which the office of the corporation is located, is changed to: P.O. Box 25024, Farmington, NY 14425

The address to which the Secretary of State shall forward copies of process accepted on behalf of the corporation is changed to read in its entirety as follows:

P.O. Box 25024
Farmington, NY 14425

The corporation hereby: *(Check One)*

Designates Tam Spitzer

as its registered agent upon whom process against the corporation may be served.

The street address of the registered agent is:

5999 Redfield Drive, Farmington, NY 14425

Changes the designation of its registered agent to: _____

The street address of the registered agent is:

Changes the address of its registered agent to:

5999 Redfield Drive, Farmington, NY 14425

Revokes the authority of its registered agent.

FOURTH: The change was authorized by the board of directors.

X Tam Spitzer
(Signature)

Tam Spitzer
(Name of Signer)

Director of Programs
(Title of Signer)

CERTIFICATE OF CHANGE
OF

Budding Readers, Inc.
(Insert Name of Domestic Corporation)

Under Section 803-A of the Not-for-Profit Corporation Law

Filer's Name: Tam Spitzer

Address: 5999 Redfield Drive

City, State and Zip Code: Farmington, NY 14425

NOTES:

1. The name of the corporation and its date of incorporation provided on this certificate must exactly match the records of the Department of State. This information should be verified on the Department of State's website at www.dos.ny.gov.
2. This form was prepared by the New York State Department of State. You are not required to use this form. You may draft your own form or use forms available at legal stationery stores.
2. The Department of State recommends that all documents be prepared under the guidance of an attorney.
3. The certificate must be submitted with a \$20 filing fee.

For Office Use Only

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