



2019

# Stakeholder Report



## INTRODUCTION

To the Stakeholders of Kids Read Now; associates, clients, donors, researchers, and supporters of literacy.

Since our founding, we've been building long term relationships with our client school districts (135 and counting); attracting great people to work with us; and driving our mission forward.

Kids Read Now is a non-profit that partners with schools to eliminate the K-3 summer reading slide. Schools use our innovative in-home solution to close and eliminate the achievement gap caused by the summer slide. We are reading evangelists, and our formula is simple: Read, Report, Repeat, Reward. It works, and we have the independent study to prove it.

In 2016, 4,000 students in nine districts participated. In 2018, 40,000 students from 108 districts participated. This year (2019), over 50,000 kindergarten to third grade students in 125 school districts received over 400,000 books to stem the summer reading slide. Our goal for 2020 is to reach over 80,000 students and deliver over 720,000 books!

Kids Read Now is now in 18 states and growing! From The Aleutian Islands to Manhattan Island, from The Gulf of Mexico to the Canadian border... Districts in Alaska, Arizona, Idaho, Illinois, Indiana, Iowa, Kentucky, Michigan, Missouri, New Mexico, New York, North Carolina, Ohio, Oregon, Texas, Virginia, West Virginia, and Wisconsin use our turnkey program to eliminate the summer reading slide.

Looking forward,



**Leib Lurie**

*CEO & Board President*

Kids Read Now

[www.kidsreadnow.org](http://www.kidsreadnow.org)

Cell: 937.875.0385

Client Success: 877.536.0130

155 Marybill Drive

Troy, OH 45373 USA

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## WHO WE ARE

### **Our Mission, purpose and passion is to ELIMINATE the summer reading slide.**

- Kids Read Now seeks to eliminate the summer reading slide and motivate all children to learn to read by the end of third grade so they can then “read to learn” and succeed.

### **Our Vision:** To become the nation’s best in-home K-3 summer reading program

The Kids Read Now approach is based on three research-proven principles:

- When students pick the books, they will read them
- When families spend time reading to and with their children, the students’ comprehension grows;
- Collecting real-time data results in quality programming and better service delivery

### **Our Niche:** In-home K-3 summer reading program

### **Our 10-Year Target:** Delivering services to 2 million K-3 students (out of 16 MM K-3 students)

### **Target Market:** Public schools with poor reading scores

### **History:**

- Now in its ninth year, the program has grown from 2,000 students in 2012 to 50,000 in 2019 and a target of serving 83,000 students in the summer of 2020.
- Kids Read Now was founded in 2011 through a seed grant from the Leib and Barbara Lurie Foundation and in partnership with One Call Now. In 2011, the One Call Now Foundation earmarked \$1,000,000 for Kids Read Now, providing seed money for at least five years of support. Since then, growth and funding has come from billable services, charging school clients for our summer reading program plus continued foundation support, investments from other corporations, grants, foundations and local community support.

### **Operating Philosophy:**

KRN operates like a ‘for profit’ entity, even though we are a 501(c)(3) non-profit corporation.

- Measure, manage, and drive costs per student down each year.
- Philosophy – growth, lower costs with volume, turnkey, scalable COGS
- Board strength and focus on scalable, cash positive operations
- Staff experience focused on OUTCOMES (impact on scores) not simply traditionally measured non-profit program outputs (number of books distributed)
- Focused on RECURRING annual Revenue – NOT one-time grants
- We do not seek substantial donations or individual monies
- Developed and focused on nationally deployable turnkey system
- Raised funding through major start-up grants and social entrepreneur targeted \$2MM debt offering (Guaranteed by TD Ameritrade)

### **Our Comprehensive Summer Reading Program is Unique:**

READ: Students self-select new books-to-keep  
REPORT: Parents engaged using multi-modal communications  
REPEAT: Receive a book, mailed to home, all summer long  
RESULTS: Proven positive impact on reading scores

### **Proven process with clear program stages:**

IDENTIFY: Research Districts that need and want better reading scores  
PREP: Onboarding/training, enrollment, FRE kickoff  
ENGAGE: Parental engagement, mail books  
WRAP: Recognition & reports

### **Our Pledge:**

We will deliver an effective K-3 in-home summer reading program, as proven by published independent research, at a fraction of summer school costs.

## **THE BUSINESS**

Kids Read Now, Inc. was organized as an Ohio nonprofit corporation on June 4, 2012 and was granted tax exempt status in 2012. A copy of the Company's Articles of Incorporation and its Code of Regulations (a/k/a Bylaws) are available upon request.

KRN provides a summer reading program through school districts for more than 50,000 K-3 students in 18 states, combining choices, challenges, rewards, and parental engagement to eliminate the summer reading slide. We have completed multiple studies of program efficacy, and all showed significant and substantial reading score improvements over the summer versus non-participants.

University of Dayton Research Institute, Dr. Richard Stock: 2014/2015

Soothsayer Analytics: 2017 (1), 2018 (2)

University of Wisconsin, Dr. Geoffrey Borman 2019 (3)

- (1) Based upon independent research studies in six different school districts, for the summer of 2017, the low-cost, turnkey program produced average reading score gains equivalent to 1.4 months of learning for second year participating students, compared to nonparticipants, and the equivalent of one month for first year participants.
- (2) The new study, led by Geoffrey D. Borman, Ph.D., of the University of Wisconsin-Madison, found that "when students and parents take advantage of the full complement of 9 books delivered by KRN, the results are...equivalent to approximately 2.5 months of learning, or nearly 28% of the learning that takes place over a typical school year."

"Results indicate that the impact of Kids Read Now can more than eradicate the entire two

months of summer learning loss experienced by low-income students,” said Borman.

KRN is 98% as effective as summer school reading programs at a fraction of the cost and can be fully reimbursable with title funds making it an economical and effective supplement to summer learning initiatives. Available to all students, the Kids Read Now program augments targeted summer programs where significant resources and summer staff administration are required, and where transportation challenges impact those who cannot attend traditional summer programs.

To read the full report on the Kids Read Now study, visit <https://www.kidsreadnow.org/study>.

**KRN’s “read-a-book, get-a-book” program distributes to each student up to nine new books to keep, all of which are free to participating families.**



The program is straightforward.

At its core are kids and their parents. We support teachers and part-time program coordinators, and we surround them all with seasonal deliverables.

In the spring, at school, students choose nine books they want to read from our book catalog.

At the end of the school year, with program content and materials supplied by KRN, the school hosts a Family Reading Event—a kickoff event to prepare and excite families participating in the program.

When summer begins, KRN sends a call, text message, and/or email to each

participating family asking which book their student read. When they respond and let KRN know which book they read, KRN mails another book to the student’s home the following week.

At the end of the summer, students who read all nine books receive a certificate and prize when they return to school.

### IMPACT OF THE SUMMER SLIDE

Every summer, children who do not read lose up to three months of what they learned during the previous school year. When this “summer slide” is experienced year after year, students enter middle school up to three years behind their classmates who read during the summer and

continued to advance their reading skills (Annie E. Casey Foundation). Low-income students are particularly susceptible to the summer slide, as they often lack access to books over the summer months (National Summer Learning Association). The summer slide has devastating effects on both the current learning aptitude of our students and their future educational and career opportunities.

As students move from third to fourth grade, they transition from “learning to read” to “reading to learn”. Students must use their reading skills in order to comprehend what they learn at school and then complete their assignments.

Due to this transition, researchers have pinpointed the end of third grade as a critical benchmark at which students must be reading at grade level. Over two thirds of children entering fourth grade are not proficient in reading (KIDS COUNT). Students who are not reading at grade level by the end of third grade are four times more likely to drop out of high school. Of students not reading at grade level by the end of third grade, only 20% go on to post-secondary or vocational training programs, yet 70% of all living wage jobs require a post-secondary degree or certificate.

**THREE YEAR PLAN**

Although we are pleased and proud of our progress to date in eliminating the summer reading slide, we are always looking forward and can summarize our three-year plan here:

YEAR	% CHG	# KIDS (000)	REV \$/KID	\$ REV MM	PROFIT \$	COGS \$
2018		40	45	1.9	(900K)	28
2019	32%	50	50	2.4	(500K)	23
2020	66%	83	45	3.7	0	22
2021	63%	135	40	5.4	500K	21
2022	48%	200	35	7.0	750K	19

## What does it look like?

- Prove reading score impacts with silver & gold standard results
- Improve parent engagement metrics (from 65 to 85%)
- Raise NPS scores (53 to 75) from staff and 75+ w/ parents
- Lower COGS every year (as above)
- Secure targeted high-level endorsements & testimonials
- Expand Board & Advisors – add key influencers
- By 2022, obtain major foundation support and secure significant statewide and federal grants (2MM/year)
- Renew 85% of districts
- Renewal PLUS: Add 10% revenue at renewing districts
- Identify and pursue Best Addressable Markets
- Develop product management role

## OPERATIONAL OVERVIEW

### Marketing

Our Marketing Director manages a small team internally supported by specialty partners to design & print our collateral, website, videos, trade shows, webinar sales process, email campaigns, and program material for kids, parents, teachers and community.

### Client Acquisition

KRN has four regional outreach directors with territorial responsibility to bring new districts into the fold. We support their efforts with leads, state and national trade shows, webinars, publicity, and training. We seek people who have been educators, have a passion for non-profit work, and a drive for success.

### Client Success & Renewal Approach

Our Client Success team of in 2019 is responsible for onboarding district clients, using a Learning Management System, constant communications, lots of handholding, and often client visits. Their enthusiasm and professionalism explain our 85% annual client renewal rate (92% if we discount schools that lost state funding). Clients gave us a 75 Net Promoter Score in 2019 survey.

### Great People

We have low turnover, and loyal people because we treat people well. All associates receive 100% company paid medical benefits (with low deductibles) from day 1; and 80% of family plans. Associates get 24 days of PTO, plus 12 holidays. Of course, we offer tuition assistance, matching 401K, comprehensive 360 reviews, and a policy to promote and grow people.



## ENGAGEMENT AND SUPPORT FOR SCHOOLS AND PARENTS

### Onboarding School Staff

As part of our turnkey summer program, we provide professional development, training and onboarding for district coordinators, building coordinators, reading specialists and [teachers](#). Due to the turnkey nature of our program, where most of the effort and services are provided by KRN, our Building Coordinator training is only an hour, while Teacher training takes less than 30 minutes.

### Summer Support for Parents

We also provide trained, Ohio-based no-charge multilingual support for staff, parents and guardians every day all summer long. Using toll-free phone, SMS Text, web-based chat, Facebook Messenger and email; to talk with parents in the modality and language they prefer.

### Multi-Lingual Assistance

Our web portal, help lines, and chat system for parents supports 190 languages and in conjunction with Language Line, we offer real-time native speaker interpreting support for parents.

## FULLFILLMENT OPERATIONS

Senior KRN managers have 75 years of experience automating distribution centers for Borders Books & Music, Chapters, Barnes & Noble, NCR and Jostens. We rent, staff and manage a highly efficient 32,000 square foot fulfillment center in Troy, OH where we receive, package, label, sort, and ship enrollment materials, books and end-of-summer prizes and certificates. In 2019, we handled 335,000+ books; 45% more than 2018 at 17% lower cost per book than 2018.

A Key Performance Indicator is how many books we process per labor hour. In 2019 our time standards decreased by 18% to just 19 seconds to pick/label & mail each book. Translated to cost, this is less than 28 cents per book for labor. Using a summer staff of 12, plus some labor from the Miami County sheltered workshop, we achieve 99.8% shipping accuracy. We consider this world class operation a scalable cornerstone of operations.

We are expanding rapidly and highly seasonal; thus, beginning in 2020 we will utilize some adjacent warehouse facilities for certain operations.

## PROFESSIONAL BUSINESS OPERATIONS SOFTWARE: [ZOHO](#)

The Entrepreneurial Operating System (EOS) is the underpinning of how Kids Read Now operates. This structured approach ties long term goals with midterm objectives and short-term tactical execution.

Kids Read Now has fully implemented ZOHO for our business operations. We have already trained and implemented these modules: lead management, CRM, Help desk, prospect webinars, stakeholder surveys, program and business analytics, HR recruiting, labor scheduling,

time/attendance, marketing campaigns, social media dashboards, Surveys, HR recruiting, time cards, benefits tracking, training/webinars, KPI tracking and Business Analytics Dashboards.

### **Software Investment for Growth and Scale**

KRN has invested nearly \$1MM in software and database applications that automate or facilitate:

- District and school sign-ups and family information data import
- Scantron data entry of student selections and parent contacts and permissions
- Student book selection
- Inventory management
- Mailing and shipping books
- Interactive, automated two-way weekly parent engagement via voice, text, email, push app (800,000 messages in 2019)
- Help desk, chat, back-end portal management
- Reading Score correlated with Books read using real-time updates
- Microsoft SQL data with JSONG, and Java routines
- Agile software development with sprint and project management software and tools

The University of Dayton Research Institute provides a team of four professionals, Manager, Systems Architect and developers who have remained stable since 2015.

### **How We Generate Revenue.**

The KRN summer reading program is sold directly to school districts as an alternative to expensive summer school and intervention programs which typically serve just 5-10% of students and cost \$1,500 to \$3,000 per student per summer, requiring schools to . Schools that run their own summer program usually need to assign a full-time administrator, then hire and manage staff, facilities, transportation, meals, curriculum, support, and materials. We offer schools an all-inclusive program, delivering proven significant results.

Our revenue model is based on an annual subscription, which is billed at a flat rate per student to school district clients. This has and will continue to allow KRN to scale and improve operating income through lower costs for retained versus new client districts, high retention rates and operating efficiencies from expansion of the installed customer base. In 2019 84% of schools renewed service, yielding a dependable, steadily growing revenue stream from both renewing and new clients. For example, Pitt County NC, schools started with 1,700 K-3 students at several schools and will expand to 7,000 students in all county buildings in 2020.

The KRN program is available in three forms: a basic model, a standard model, and a comprehensive model with respective list prices for 2020 of \$25.00, \$40.00 and \$55.00 per student per summer.

In 2019, 87% of schools chose the standard plan. Various discounts for volume, multi-year agreements, early pay incentives, external grants, and consortium memberships result in an average revenue of \$48.00 per student in 2019. Most KRN students receive Free or reduced-price lunch (FRL), the educational standard indicator of poverty and many are struggling with English as a second language. Schools receive federal Title I monies to serve this fragile population, averaging

\$885 per student per year. Most districts use these Title I monies to fully or partially pay for the KRN program. Often augmented by local foundation, businesses, PTA/PTO or other forms of funding.

## THE COMPANY'S GROWTH STRATEGY

KRN has experienced significant increases to date. Growing from 3,000 students in 2015 to 50,000 students in 2019, with districts ranging from Alaska to New York, KRN expects to reach 80,000 students served for the summer of 2020 and 135,000 for summer 2021.

Conservatively, we expect cumulative annual growth to be 50% over the next five years. We hope to serve 2 million students each summer within ten years.

Our growth strategy is based on the following:

- New sales are driven by an experienced team of Regional Outreach (sales) Directors. We currently have four Sales Directors, all having ten plus years' experience in multiple decision maker sales and/or education roles.
- Three Account managers are responsible for new client onboarding and retention/expansion revenue
- Local specialists who have done or do work in public education as 1099 contractors help open doors in specific markets such as Iowa, Chicago, Georgia, and Indiana.
- A broad marketing strategy includes exhibiting at national trade shows, public speaking engagements, internet promotion, coupled with state-wide events and presentations.
- Established and expanding relationships with statewide and regional organizations of influence such as National Summer Learning Association, American Society of Curriculum Development, International Literacy Association, Society of Elementary Principals and dozens of regional Educational Service Centers (ISD's in some states) who approve or recommend programs for their districts.

## OUR COMPETITION

We classify competition into four segments:

- 1) The most common competition: school districts and parents that do nothing. Kids sit in front of a screen all summer and allow their brain to atrophy. This is less our competition than our core addressable market.
- 2) Public Library summer programs: Offered by most libraries across the country. Sadly, the average program reaches just 3% of eligible children; the best programs reach less than 11%. Although free, children must be brought to the library (usually during working hours) which proves a barrier to many parents. Kids rarely get to keep books, building a sense of book ownership and allowing them to re-read books; an essential comprehension requirement.
- 3) Summer school: Few schools start assigning very low achievers to summer school before 4<sup>th</sup> grade, whereas we focus exclusively on K-3. Typical summer schools require facilities, staff, transportation, meals, curriculum, and support. Districts usually pay \$1,500-\$3,000 per student; and few get more than 50% attendance; making the real costs per engaged student even higher.
- 4) Book-Bag programs: These programs give kids a bag of books at the end of the school year and hope children read them. They usually don't allow children to select their own books, nor serve children at different reading levels, delivering a pre-packaged bundle to each classroom. Some offer reading logs or minimal web-based reporting. They lack any ongoing summer engagement or incentives for kids to keep reading and have no means or methods to engage parents during the summer.
- 5) Used book programs: A number of local communities sponsor various home-grown programs of varying scope, assortment and services, requiring extensive volunteer and local staff and logistics support.

We believe the KRN comprehensive turn-key program meets the pedagogical principals proven to work: Choices, Challenges, Engagement, Rewards, and Analytics; all at a cost just 3% of typical summer schools which is comparable to or less than inflexible and simplistic Book-Bag programs.

## CAPITAL STRUCTURE & DEBT OFFERING

As a nonprofit corporation, KRN cannot have shareholders or equity owners. The IRS rules do permit a 501(c)(3) organization to borrow money and pledge assets, which is the structure of our 2019-2020 \$2 Million debt Offering. The PPM and details on stakeholders are available on request.

Like fast growing recurring revenue model tech companies in the private for-profit sector, start-up costs for software, process development, marketing, client acquisition, and operations usually lose money in early years, as did we. As renewing clients become a larger percentage, costs per student have and will continue to drop, leading to positive cash flow profitable operations. We have closed the first \$1MM and planning the second tranche for mid-2020. Key investors for the KRN debt offering include:

- Penguin Random House: America's largest publisher (The company invests in or acquires a new firm on average every 7 weeks. This is the first investment ever made for or with a non-profit entity).
- Cybeck Capital: Principal has served multiple terms on board of The American Franchise Association, growing great companies through intelligent operations management.
- Individuals:
  - Serial entrepreneur who has taken 2 companies public, acquired 9 and sold 6 others
  - Retired large district school superintendent
  - Former President of telecommunications firm that her team grew from 0 to \$20MM
  - EVP sales for \$BB multinational SAAS firm
  - SVP Digital products for \$BB Book publisher
  - VP Systems Consulting for PE firm & regional business incubator
  - Service Company founder and CEO

In addition, a large share of start-up revenue for the first six years was provided by co-founders Leib and Barb Lurie donating over \$2 million, plus providing a 5% interest only Term Note with ten-year balloon, dated November 1, 2018 for \$2,400,000. The Term Notes are subordinate to the Notes offered through the debt offering. A copy of the Subordination Agreement is available upon request.

### **What Will Debt Proceeds Be Used For**

The Company expects the proceeds to be used for working capital such as hiring staff, expanding operations including logistics, fulfillment center operations, legal fees, client services, marketing, and outreach (sales).

### **Benefits of Non-Profit Entity Certification**

As a 501(c)(3) certified non-profit entity ([ATTACHMENT 1](#)) many quality partners provide significant and substantial services, discounts and support to allow us to keep lowering cost of goods (COGS) and expenses. For example:

- The USPS non-profit rate allows us to mail books to any address in the country for an average of just 28 cents. Amazon pays \$1.25 to mail a similar size book.
- Microsoft provides \$5,000 in donated Azure cloud services and deeply discounted Office 365 including Exchange Server, configured with FERPA (student privacy) compliant storage and malware protection.
- Zoho discounts services for CRM, analytics and support modules
- Intuit deeply discounts QuickBooks.
- University of Dayton discounts development services.
- Google and Facebook provide \$50,000 a year in marketing and advertising services.
- Twilio sends our interactive parental voice messages for fractions of a penny each.
- Slooce discounts our dedicated six-digit short code and two-way interactive text messaging services for parent engagement.
- Our landlord, (a business partner with Congressman Warren Davidson) donates to offset

building taxes.

## FINANCIAL INFORMATION

Summary financials are in ATTACHMENT 2. The KRN fiscal year ends September 30<sup>th</sup>, when most costs associated with our summer program have been incurred. The company can provide fully audited financial statements and IRS 990 forms on request from 2012 through 2018.

## LEGAL PROCEEDINGS

No proceedings are pending to which the Company or any of its property is subject, nor to the knowledge of the Company, are any such legal proceedings threatened against the Company.

## MANAGEMENT

Management of the Company is vested in its Board of Directors, which currently consists of nine members who meet on a semi-monthly basis. The day-to-day affairs of the Company are managed by the officers, whose duties are determined by the Board of Directors. The executive officers include:

### **LEIB LURIE**

*Co-founder, CEO & Board President*

Leib and Barbara Lurie started Kids Read Now in 2012. Leib Lurie retired as Founder and CEO of One Call Now, the nation's largest notification service for 45,000 communities, schools, businesses, government agencies, churches, youth and nonprofit organizations. These groups use One Call Now to broadcast interactive "Messages That Matter" to 55 million people every month via voice, text, push notifications and email messages. One Call Now is a seven-time honoree in INC Magazine's list of fastest growing firms and has received national recognition for Best Workplaces & Product Leadership.

Mr. Lurie has helped take two companies public with successful IPO's and has extensive M&A experience, including the acquisition and integration of nine companies to consolidate One Call Now's leadership in group communications.

Mr. Lurie was also CEO at Dropoly.com, a Facebook game-oriented start-up that shows renters and homeowners specific ways to save \$1,000 per year on utility bills, thus helping utilities meet PUC mandates, and cities to meet job creation and sustainability goals.

Mr. Lurie has 35+ years' experience developing and providing systems to facilitate communications, and operations at hundreds of Fortune 500 companies and for tens of thousands of non-profit groups around the globe.

He pioneered and then managed the development and global deployment of wireless hand-held telecommunications systems and applications for over 2,000 companies while holding senior positions at divisions of Cisco, Motorola and Pitney Bowes.

Mr. Lurie holds eight (8) patents in communications and logistics systems, and has an MBA in Communications, Marketing and Finance from the University of Hartford. A New York City native, he lives in Troy, Ohio with his wife of 43 years, in a 19<sup>th</sup> century home with wireless everything but no television.

### **BARB LURIE**

*Co-founder, Literacy Committee chair*

Barbara received her BA from Trinity College, and MS in Pedagogy from Kent State, with endorsements for reading, gifted and special ed.

She taught K-6 students for many years; introducing musical theatre, adding humor and rhyming elements to scaffold fluency to comprehension; the pedagogical backbone for Kids Read Now.

### **RANDY WEDDLE**

*Chief Operations Officer*

"Working for a company whose mission and values align with my own means every day I am recharged and excited about what I do. Kids Read Now is a perfect fit for me at this time in my career."

I took on the COO role for Kids Read Now September 1<sup>st</sup> of this year. While in this role I hope to develop and grow Kids Read Now. Over the next year we will be working on scaling the company as we grow to enroll more schools in the program and get more books in the hands of children during their summer vacation.

I had joined Kids Read Now on October 8<sup>th</sup>, 2018 as the Director of Client Success. I came to KRN from Fetch! Pet Care where I was the Vice President of Client Services. While at Fetch! I implemented a new VOIP phone provider and was instrumental in launching a new CRM and APP. I took what I learned from previous roles to apply my experience within Kids Read Now.

As part of my career, I have accumulated over 30 years of experience in management, training, process creation and documentation. This includes 5 years with AT&T and a start computer cabling business.

I have worked with Leib for over 10 years. I joined Leib at One Call Now in September of 2007. I was the Vice President of Client Services. In this role I oversaw the day to day operations of several

departments which included Client Support, Client Retention, Human Resources, Corporate Office IT and Facilities.

As a member of the Executive team, I played an integral part in the planning and growth of the company. This included the merger and acquisition of nine other businesses.

In 2016 Six Sigma Yellow Belt as well as I received an MBA in 2011 from Urbana University. Over the last 8 years I have taught business courses at a local university as an Adjunct Professor.

My wife Jackie and I have lived in Vandalia and Butler Township, Ohio for over 35 years. Jackie retired from Procter and Gamble 4 and half years ago and is enjoying early retirement.

### **WILLIAM NEUDECKER**

*Director of Supply Chain Management*

- MBA, Pennsylvania State University, BS, Ball State University
- Certified Supply Chain Professional (CSCP) & Certified in Production and Inventory Management (CPIM)
- Over 20 years' experience in supply chain management and warehouse operations

### **JOSHUA HANDWERKER**

*Director of Technology (contractor)*

- MS, Wittenberg University, BS, Wright State University
- Over 10 years' programming experience and 7+ years' experience in tech management

### **SETH MORGAN**

*Chief Financial Officer (contractor)*

- MS & BS, Wright State University
- Over 10 years' experience in accounting and financial management



## BOARD OF DIRECTORS

### **Dr. Paul von Hippel**

Paul von Hippel is an Associate Professor, LBJ School of Public Affairs at the University of Texas at Austin. His publications tackle key issues facing the U.S. today, including the summer reading slide and the obesity epidemic. Before becoming a professor, Paul worked at JPMorgan Chase as a Senior Risk Analyst and as a Consultant for Teach for America. He earned his Ph.D. in Computer Music Research from Stanford University and his MAS, Statistics from the Ohio State University.

### **Dr. Glenn Kiefer**

NY Native with decades of K-12 school administration experience and as retired superintendent for Troy City Schools, Glenn understands the complex relationships between staff, teachers, parents, students, and the community. He has his doctorate from The Ohio State University and has been an adjunct professor at OSU. He and his wife Becky live in Cincinnati and Florida, but still bleeds Scarlet and Grey.

### **Angela Manning**

Former president of One Call Now, Angela Manning, brings her expert experience in strategic planning and business development. Angela is currently a Principal Strategist at AMPED Business Consulting. Through the ability to grasp complex problems and refine them into executable strategies, her expert team works to craft creative solutions that fit each customers' goals and visions the first time. Angela received a Master of Business Administration from Urbana University.

### **Tom Osif**

As an Executive Sales Leader with a record of driving outstanding B2B sales, operational results, and market share gain, Tom Osif continually shares his experience to help others grow. Currently, he is the Director of Sales at Wolters Kluwer CT Corporation. Tom is recognized for his astute market analysis, building C-level and partner relationships and customer-centric product management. His experience stretches across multiple sales channels in U.S. and global legal markets.

### **Josh Walsh**

Once the dream of becoming the conductor of the Cleveland Orchestra was out of reach, Josh Walsh turned his career to digital branding space working with consumer brand companies to help increase engagement with the products that they sell. As Chief Executive Officer at the Refinery, Josh works to build web applications that never lose sight of the people who use them. He creates better products through opening lines of communication between his customers and their customers. Before joining the Refinery, Josh attended Cleveland State University and the University of Toledo.

### **-Jonathan Trunk**

Bringing passion and enthusiasm to client engagements with the goal of delivering superior outcomes is Jonathan Trunk's purpose. Jonathan currently brings his passion for helping his clients as a Business Advisory Practice Lead at Brixey & Meyer. His experience in leading clients through

business technology strategy projects and supporting organizational change has led him to be an experienced leader and organizational change agent. Jonathan graduated from Xavier University.

ATTACHMENT 1

IRS STATEMENT

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

DEPARTMENT OF THE TREASURY

Date: 6/17/2012

KIDS READ NOW INC  
726 GRANT ST  
TROY, OH 45373

Employer Identification Number.  
45-3504550  
DLN.  
302226063  
Contact Person:  
RENEE RAILEY NORTON ID# 31172  
Contact Telephone Number :  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status.  
170(b); (1) (A) (vi)  
Form 990 Required :  
Yes  
Effective Date of Exemption :  
June 4, 2012  
Contribution Deductibility :  
Yes  
Appl  
Addendum ies.  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c) (3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c) (3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c) (3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

2-

KIDS READ NOW INC

Sincerely,

A handwritten signature in black ink, appearing to read "Hol O. Paz". The signature is written in a cursive style with some loops and flourishes.

Hol O. Paz  
Director, Exempt Organizations  
Rulings and Agreements

Enclosure Publication 4221 PC

ATTACHMENT 2

**FINANCIAL STATEMENTS**

[Form 990 2015 Tax Return](#)

[Form 990 2016 Tax Return](#)

[Form 990 2017 Tax Return](#)