



## Strengthening Our Communities

2017 Annual Report | July 1, 2016-June 30, 2017



Big Brothers Big Sisters  
of America



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Thank you to the Centene Corporation  
for its in-kind gift of printing services  
for this annual report.

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*Big Brother Luq and Little Brother Theo – Big Brothers Big Sisters of Greater Los Angeles*

## A Story of the Power of Relationships Built Through Bigs in Blue<sup>SM</sup>

**B**ig Brother Luq is a sergeant with the Los Angeles Police Department. When he and other leaders in the police department were looking for a way to get more involved in the community, they spoke to officers who were Bigs through Big Brothers Big Sisters of Greater Los Angeles, and they decided to become part of Bigs in Blue, the national Big Brothers Big Sisters initiative to recruit police as mentors. In early 2017, the department formally partnered with Big Brothers Big Sisters of Greater Los Angeles and, to raise awareness, with the Los Angeles Rams.

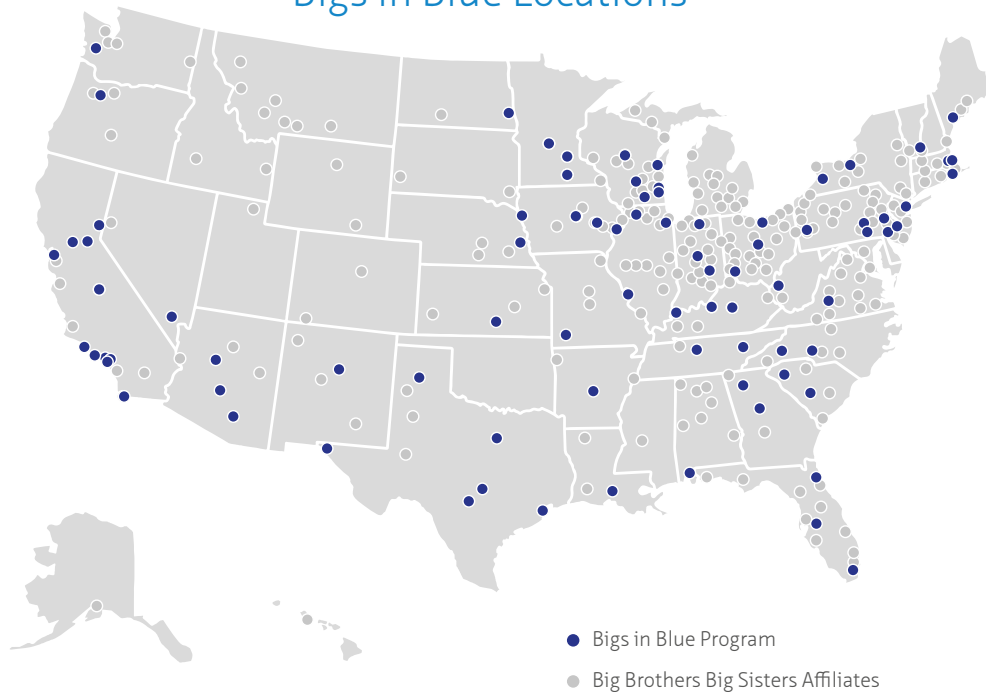
To recruit other officers, Luq attends early-morning roll calls with representatives from Big Brothers Big Sisters of Greater Los Angeles and talks to fellow officers about the impact volunteering can have on a young person and on the community.

“From what I see, Bigs in Blue, police mentoring kids, it’s not a solution, it’s the only solution to all of the issues we are having with the community,” he says.

Luq also tells other officers about his experience with his Little Brother, Theo, who he has been matched with for a year. Theo likes sports and video games, and he is thoughtful and smart. “He almost has an old soul,” Luq says. “He is more aware of what is going on than you might think.”

A key moment in their mentoring relationship came at a particularly sad time for Theo. He was home with his grandmother and older brother when his grandmother passed away. Luq attended her funeral to support Theo.

## Big Brothers Big Sisters of America Bigs in Blue Locations



“All of the people at this funeral were from the worst parts of Los Angeles,” Luq says. “They all knew I was a police officer, and they were shocked to see me there.”

Theo had not yet grasped that his grandmother was gone forever. Theo’s uncles and cousins watched the sergeant support Theo. “They see me, and they’re thinking, he’s taking time out to be with my nephew, or my cousin. He must be all right. That’s where the respect comes from,” Luq says.

Luq is a consistent presence in Theo’s life, cheering him on at his football games, teaching him to ride a bike, and attending school events when his mom can’t make it. He wants more officers to volunteer to become mentors to kids like Theo.

“I truly believe that when we talk about community engagement,” Luq says, “this is the best form of community engagement out there.”



Big Brothers Big Sisters  
**BIGS IN BLUE**<sup>SM</sup>

In 2016, Big Brothers Big Sisters of America launched Bigs in Blue as a national initiative. With support from many individual donors and WellCare, the first Corporate Partner to support Bigs in Blue, Big Brothers Big Sisters of America awarded grants to Affiliates to start or expand Bigs in Blue. The idea of matching police officers with youth in the communities they serve resonated around the country, and the “TODAY” show featured a Bigs in Blue match from Big Brothers Big Sisters of Southwest Virginia, Big Brother Ryan and Little Brother Robert. To learn more about Bigs in Blue or to watch Ryan and Robert’s story, visit [BigsinBlue.org](http://BigsinBlue.org).

## Bigs in Blue by the Numbers

**66**

New Affiliate Bigs in Blue programs launched in the past year.

**\$784,000**

Grant funding BBBSA awarded to Affiliates starting or expanding Bigs in Blue programs.

**705**

Current Bigs in Blue matches.

# National Board of Directors

**Rudy J. Baldoni**

*National Board Chair*  
Chairman & CEO  
Newport Investment Associates

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*National Vice Chair*  
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**Steven Wheeler**

CEO, Centurion, LLC  
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MHM Services, Inc.

**Pam Iorio**

President & CEO, BBBSA



*BBBSA National Board of Directors Chairman Rudy Baldoni  
and BBBSA President and CEO Pam Iorio at the  
2017 BBBSA National Conference*

One of the major projects this past year has been the development of a five-year strategic plan. We have listened to our local Affiliate leaders and partners to develop a plan that can build a strong foundation for growth. Our National Board is committed to supporting our Affiliates across the nation so they can reach more children with a lasting impact.

We know from decades of experience that Big Brothers Big Sisters' evidence-based, one-to-one mentoring model works. The children we serve perform better in school and avoid risky behaviors that often derail young people from following productive paths in life.

We also know that we are capable of having an even greater impact in the communities we serve. Almost every local Affiliate across the country has a list of children waiting to be matched. But there is a cost to recruiting, screening, and training volunteers, and a cost to supporting these mentoring relationships with highly trained staff. The biggest challenge our Affiliates face is getting the funding to serve the children who are eagerly waiting for a Big Brother or Big Sister.

Our five-year strategic plan, called ***Bigger Impact 2022***, will address our Federation's foundational needs, including new, innovative technology, branding and marketing, and updated training. It is an aggressive plan to innovate, engage, and strengthen our organization to increase the number of children served, with a greater impact on each child.

I want to thank the National Board members, Affiliate leaders, and Big Brothers Big Sisters partners for helping our National Office produce this plan. Through an honest and open dialogue, we were able to pinpoint areas needing improvement and develop a strategy to move forward. Thank you for your support of Big Brothers Big Sisters of America – we have exciting and productive years ahead as we give more children brighter futures and strengthen communities!



**Rudy J. Baldoni**, National Board Chair  
Chairman & Chief Executive Officer  
Newport Investment Associates

One highlight of this past fiscal year is our Bigs in Blue initiative, which began as a grassroots effort in local Big Brothers Big Sisters communities and connects law enforcement officials with the children they serve through one-to-one mentoring relationships. As police and community relations became increasingly strained in many parts of our country, we saw this program as a way to address a national problem – one Big and one Little at a time.

One year later, through the generous support of individuals and companies nationwide, Bigs in Blue has expanded to 85 communities and more than 700 matches. It is a program poised for even greater growth, as the majority of our Affiliates are eager to bring Bigs in Blue to their communities.

Bigs in Blue is just one example of how Big Brothers Big Sisters' one-to-one mentoring changes lives and strengthens communities. In all 50 states, in big cities and small towns, volunteer Bigs give of themselves to guide young people to better futures.

Our annual report highlights the progress we have made in 2016/2017, with the development of our five-year strategic plan, our innovative programs, and the continued success of our evidence-based one-to-one mentoring model. This work, led by our Affiliate leaders, their staffs and local boards, and our volunteer Bigs, is possible because of generous supporters: individuals, corporations, foundations, and government grants. Thank you for making this past year an incredible time of progress for the children we serve.



**Pam Iorio**  
President & Chief Executive Officer  
Big Brothers Big Sisters of America

# Leaders Furthering Our Mission Every Day

## Key National Staff

**Pam Iorio**  
President & CEO

**Kevin Chapman**  
Chief of Staff

**Jarrold Bell**  
Chief Technology Officer

**Tim Midkiff**  
Chief Financial Officer

**Greg Zweber**  
Chief Affiliate Officer

**Alais Griffin**  
General Counsel

**Charleston Edwards**  
Vice President, National Events and  
Corporate Partnerships

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Vice President, Fund Development  
and Marketing

**Julie Novak**  
Vice President, Child Safety

**Jennifer Ashbaugh**  
Director, National Events

**Hillary Bardwell**  
Director, Foundation Grants

**Mandy Bisceglia**  
Director, Affiliate Support

**Tanya Gibson**  
Director, Human Resources

**Danielle Long**  
Director, Finance

**Julie Redcay**  
Director, Federal Grants

**Laura Saunders**  
Director, Compliance

**J. Christie Wilson**  
Director, Training

## Nationwide Leadership Council

Local Leaders Representing  
Our National Federation

**Pam Iorio**, *Chair*  
President & CEO, BBBSA

**Louis "Lou" Vetere**, *Vice Chair*  
Board Member,  
BBBS of Northern New Jersey

**Darcey Palmer-Shultz**, *Vice Chair*  
CEO, BBBS of Central Indiana

**Hector Batista**, CEO,  
BBBS of New York City, Inc.

**Richard Burke, Jr.**, Board Member,  
BBBS of Ventura County

**Matthew DiCicco**, Board Member,  
BBBS of the Greater Miami Valley, Inc.

**Shawan Gabriel**, CEO,  
BBBS Services, Inc.

**Louis Garcia**, CEO,  
BBBS of Puget Sound

**Stephen Koch**, CEO,  
BBBS of Tampa Bay

**Michelle Linville**, CEO,  
BBBS of North Alabama

**Marie Logan**, CEO,  
BBBS of Tucson

**Doug Schenkel**, Board Member,  
BBBS of Northeast Indiana

**Dan Soliday**, CEO,  
Kansas BBBS

**Randall Woods**, Board Member,  
BBBS of the Sun Coast, Inc.

**Geno Zamora**, Board Member,  
BBBS Mountain Region



*Outgoing NLC Vice Chair Bonnie Crabtree (center) with BBBSA President and CEO Pam Iorio (left) and NLC Vice Chair Darcey Palmer-Shultz (right) at the BBBSA National Conference in San Diego*





Innovate

Engage

Strengthen

## A Five-Year Strategic Plan to Innovate, Engage, and Strengthen for Growth in Children Served

Over the past year, Big Brothers Big Sisters of America and our Federation of nearly 300 Affiliates analyzed the state of our organization and our work. We found a lot to be proud of, including powerful mentoring relationships, innovative programming, and a deep devotion to the children we serve. Funded by the S.D. Bechtel, Jr. Foundation, this process has resulted in a five-year strategic plan, *Bigger Impact 2022*.

With an ultimate goal of more children served, with longer match lengths and greater impact on each child, the plan lays the foundation of innovation, engagement, and strengthening for growth.

To view *Bigger Impact 2022*, visit [2022.bbbs.org](https://2022.bbbs.org).

## Strategic Plan Objectives

By innovating, engaging, and strengthening, we will:

Serve more children

Recruit more volunteer Bigs, especially male volunteers of color

Increase the impact on the children we serve

Increase the efficiency of Affiliate operations

Tell the story of our collective impact

Solidify our role as the premier evidence-based mentoring organization in the nation

Provide funding to help our Affiliates grow



## Big Brother of the Year

*Little Brother Terrell and Big Brother Terence – Big Brothers Big Sisters of Greater Cincinnati*

# A Story of an Incredible Role Model

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**M**ore than 10 years before Terence was named the 2017 Big Brother of the Year, he was a college student volunteering to be a Big. He had been a Little himself, and it left an impression on him. He knew he wanted to give back.

Big Brothers Big Sisters of Greater Cincinnati matched Terence with Little Brother Terrell, who was 11. Terrell's aunt described her nephew as being "in a really dark place."

Terrell's childhood had been traumatic. He had lost his 3-year-old brother, he was separated from his older brother and baby sister, and both of his parents were incarcerated. He struggled with trust and anger.

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**"I knew going into it, it was going to be a tough task for me, building that trust with Terrell, letting him know that I'm someone that's here to stay."**

– Big Brother Terence

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Terence and Terrell built their relationship by attending Terence's sister's volleyball and basketball games, and they stayed close by sending letters and playing video games online when Terence was deployed to Iraq with the National Guard.

About a year into their match, as Terence and Terrell drove through Cincinnati, they passed a cemetery. "He goes, 'My brother's over there, he's buried over there,'" Terence says. "When I heard that from him, him wanting to share with me, I pulled over to the side of the road and we talked about it."

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**"He has helped mold Terrell into a great young man, and has truly become his brother for life."**

– Little Brother Terrell's aunt

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Terrell says being able to open up to Terence, and having him as a role model, has changed his life.

"I promise you, without this program, getting matched with Terence, and my uncle getting involved, I'd be somewhere following the wrong people in the wrong crowd," Terrell says.

Now, Terrell is focused on his future and following in his Big Brother's footsteps. He has joined the National Guard and plans to go to college to become a dentist.

At the BBBSA National Conference, he told the crowd that he was also going to be "a Big Brother like Terence and pass it on."

# Our Corporate Partners

*Our Corporate Partners make the work of Big Brothers Big Sisters of America possible.*



## Nerium International

Nerium International believes in investing in others, which is what inspired the company to launch Nerium Ripple, a program designed to motivate individuals to take responsibility and collectively change the world. Since becoming a Big Brothers Big Sisters partner in 2012, Nerium International's efforts to highlight Big Brothers Big Sisters have inspired hundreds of Brand Partners to get involved as Bigs. Through monthly contributions from commission checks, involvement in initiatives such as Bowl for Kids' Sake, and donations made during the annual Get Real conference, Nerium International has donated more than \$5 million to Big Brothers Big Sisters.

## NORDSTROM

### Nordstrom

In 2014, Nordstrom launched Treasure&Bond, the company's private label give-back brand, to offer customers great fashion while also enabling them to feel good about their purchase by giving a portion of the sale to nonprofits that empower youth. From February 2016 through January 2017, Nordstrom donated 2.5 percent of Treasure&Bond net sales to Big Brothers Big Sisters, totaling over \$700,000, to help local Affiliates and the National Office.



## Altria Group

Altria Group is a longstanding supporter of Big Brothers Big Sisters, giving close to \$40 million over the past 20 years. Altria has invested in positive youth development as a way to help address a core business concern: underage tobacco use. Today, Altria invests in three important initiatives: Success360°, LGBTQ Mentoring Enhancements, and Technology-Enhanced Mentoring (TEM).

For over five years, the Success360° program has fortified Big Brothers Big Sisters' collective impact work within selected Affiliate communities by deepening existing relationships and building new partnerships with youth-serving organizations. These partnerships have enabled Big Brothers Big Sisters of America to more effectively serve youth and their families by taking advantage of community resources.

In 2015, Big Brothers Big Sisters of America made a commitment to more intentionally and appropriately serve LGBTQ youth and mentors. Research on LGBTQ youth consistently demonstrates that they are at high risk of being bullied, harassed, or isolated, and they engage in risky behaviors, like tobacco use, at higher rates than non-LGBTQ youth, and we know our mentoring programs can help. Altria invested in a pilot project to allow Big Brothers Big Sisters of America to develop training and share best practices from Affiliates already serving this vulnerable population and to create additional tools for our Network.

To serve more high school youth, several Big Brothers Big Sisters Affiliates have created TEM programs that combine the effectiveness of the Big Brothers Big Sisters model with the convenience of an online platform. Altria provided funds to help five Affiliates start or grow their TEM programs this past year.



## WellCare

In 2017, the WellCare Community Foundation became the first Corporate Partner to support Bigs in Blue. The WellCare Community Foundation, whose mission is to foster and promote the health, well-being, and quality of life for the nation's most vulnerable populations, committed \$250,000 annually over three years to support Bigs in Blue in seven cities. Through Bigs in Blue, local Big Brothers Big Sisters Affiliates recruit law enforcement officers to become mentors to youth who live in the communities they serve.



## Beachbody

In a single day, Beachbody met its goal of raising \$250,000 for Big Brothers Big Sisters of America. Each time a customer streamed Beachbody's "CORE DE FORCE" workout program during a 24-hour "Sneak Peek" on Beachbody On Demand, Beachbody donated \$10 to Big Brothers Big Sisters of America. The campaign, "Be a Positive Force," produced thousands of positive impressions of the Big Brothers Big Sisters brand on social media and spread a wellness message to Littles, emphasizing the importance of exercise, empowerment, self-confidence, and courage. Joel Freeman, a Big Brother through Big Brothers Big Sisters of Greater Los Angeles, is the co-creator of "CORE DE FORCE" and was a speaker at the 2017 BBBSA National Conference.

We would like to thank our Corporate and Community Partners for strengthening our Federation and positively impacting their communities.



# A Story of Persistence and Patience

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“I will never forget our first match meeting,” Big Sister of the Year Erin says. “She was this tiny little first-grader, really cute.” Noelle was 6 when she became Erin’s Little Sister. Noelle says that when she met Erin, she was so nervous she could barely speak.

Erin suggested that they go for a walk so Noelle could show her around her school. Erin says Noelle “took off like a rocket” because she was so excited to show her Big Sister everything. Despite her shyness, she showed Erin a glimpse of her personality, and they bonded almost instantly.

All through Noelle’s elementary years, Erin came to see her once a week at school. They played Connect 4 and Battleship, read books, and did homework. Through Erin’s consistency, they built a bond that helped Noelle deal with difficulties at home.

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**“I feel like she’s my best friend,  
and my sister. Like, a real one.”**

– Little Sister Noelle

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“When I was 8 years old, there was a lot of change in my family due to my parents’ divorce. When my dad left, I did not hear from him very often, and that was very hard to deal with,” Noelle says.

Noelle’s mom says Erin helped Noelle learn to cope with her dad leaving. “She stopped talking to everyone, except Erin,” Noelle’s mom says.

“I helped her through this by being a sounding board, allowing her a safe space to talk, to share her feelings, and even draw them out. Sometimes she would shut down, and I would get her to talk,” Erin says.

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**“Erin exposes Noelle to opportunities  
and teaching moments that  
foster Noelle’s self-confidence and  
show her how to handle difficult  
situations and decisions.”**

– Little Sister Noelle’s mom

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When Noelle was in fifth grade, they transitioned to Big Brothers Big Sisters of Alaska’s Community-Based Mentoring Program so they could start doing activities outside the school. They made plans to go to the theater, bake cookies, and visit museums.

“Before I met Erin, my life was crazy, and I never got to get out of the house, except for school,” Noelle says.

With Big Sister Erin, she began to explore her creative side. Noelle is interested in fashion, so Erin got her an art set for designers. Big Sister Erin even put her own shyness aside to walk in a charity fashion show with Noelle to help build her confidence.

“Noelle is also adamant that she will go on to college, she has that in her head, and we talk about it a lot,” Erin says.



## **Big Sister of the Year**

*Big Sister Erin and Little Sister Noelle – Big Brothers Big Sisters of Alaska*

# Foundation Partners

*Our Foundation Partners fund projects that benefit the entire Big Brothers Big Sisters Federation.*



## Beyond School Walls

Comcast NBCUniversal and the Comcast Foundation have worked with Big Brothers Big Sisters to create the nation's largest workplace mentoring program: Beyond School Walls (BSW). Through this initiative, more than 400 Comcast NBCUniversal employees serve as Bigs each year, helping their Littles develop skills in digital literacy and experience firsthand what working in a corporate setting is like—and what skills are needed for professional success. Littles are transported to Comcast NBCUniversal offices regularly during the school year to meet with their Bigs and learn about career opportunities. In the 2016-2017 school year, BSW was active in 17 Comcast locations and at many other corporate locations across the country.



*Little Brother Keidric and Big Brother Chris from Big Brothers Big Sisters Columbia Northwest's Comcast Beyond School Walls program work on a STEM project together.*



## Strategic Plan and Character Development Community of Practice

Over the past year, Big Brothers Big Sisters of America and the Federation engaged in a rigorous strategic planning process, thanks to the support of the S.D. Bechtel, Jr. Foundation. This strategic plan, called *Bigger Impact 2022*, will focus on building a strong foundation for increasing the number of children we serve with longer and stronger matches.

Big Brothers Big Sisters of America has also joined the S.D. Bechtel, Jr. Foundation's Character Development Community of Practice, which connects over 25 youth-serving organizations and leaders from around the country to identify promising practices that build youth character, translate this knowledge into practice, and bring our work in the area of character development to scale. Through the Community of Practice, we have gained key partnerships, improved our work on character and social-emotional learning, and shared our observations and best practices with other youth-serving organizations.



## Mentoring for Children from Military Families

The Jack in the Box Foundation continues to partner with several Big Brothers Big Sisters Affiliates to strengthen their local mentoring programs, particularly for children with a parent in the military or deployed overseas. As part of this program, Affiliates also recruit members of the military community to become Bigs.



## Youth Outcomes Survey

Continued financial support from the Annie E. Casey Foundation has allowed Big Brothers Big Sisters of America to launch a second pilot project of the revised Youth Outcomes Survey (YOS), the survey tool that Affiliates use to evaluate youth outcomes. With feedback from the original three pilot sites, the National Office and its team of youth mentoring experts refined the YOS and trained staff at 10 additional pilot sites. The new YOS will still track scholastic competence, educational expectations, attitudes toward high-risk behavior, and other key outcome areas, but will have additional measures proven to be affected by one-to-one mentoring. We have designed a complementary Child Outcomes Survey (COS) for younger children. This tool will allow our Affiliates to capture true baseline scores for the youngest children in our program, thereby enabling us to demonstrate our impact on a greater number of Littles. A full pilot of the COS is scheduled to begin in 2018.

## Longitudinal Study

The University of Illinois at Chicago, through funding from the Laura and John Arnold Foundation, has contracted with Big Brothers Big Sisters of America to participate in a randomized control trial (RCT) designed to study the effects of the Big Brothers Big Sisters Community-Based Mentoring Program on youth outcomes, particularly for crime and delinquency prevention. This study will rigorously test the Community-Based model through a longitudinal study design with approximately 2,500 youth (ages 10 and older) at 16 participating Affiliates. Preliminary results will be available in 2021.



*Big Sister Sarah and Little Sister Krystle, a Big Brothers Big Sisters of Colorado match funded by Jack in the Box, created these paintings highlighting their shared love of hiking and the outdoors.*

## Child Safety

Child safety is Big Brothers Big Sisters' top priority. We are constantly reviewing best practices and industry guidelines to improve the safety of our programs. The Oak Foundation has been our partner in this by funding the creation of a child sexual abuse and exploitation prevention training for parents of our Littles. The training has given pilot sites an important and innovative opportunity to engage parents in our work. This fiscal year, more than 9,200 Affiliate staff members and volunteer Bigs participated in trainings with a strong emphasis on child safety.

# Federal Grant Programs

Big Brothers Big Sisters is appreciative of funding from the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP), which allows us to expand the number of children served by Affiliates across the country. During the reporting period for our most recent grant from OJJDP:

**5,589** | additional youth were served by Big Brothers Big Sisters programs

**>99%** | of youth who had previously been involved with the juvenile justice system did not commit another crime

**92.49%** | of youth increased social competence

## Affiliate Highlight: Kansas Big Brothers Big Sisters and Federal Grant Funding from OJJDP

Even though Little Sister Lilley has four biological sisters, she begged her mom for a Big Sister. Kansas Big Brothers Big Sisters matched her with Big Sister Ariel, and their match is funded by the OJJDP grant.

Signing Lilley up to be a Little Sister was an easy decision, Lilley's mom says. Because she was raising her five girls as a single parent, she had little time to spend with Lilley one on one. Because of her match with Ariel, Lilley has started to embrace her individuality and become more generous and patient with her sisters.

Ariel is seeing her guidance pay off. When they were first matched, Lilley was quiet and hesitant. Now, Lilley not only stands up for herself, she also stands up for others.



*Little Sister Lilley and Big Sister Ariel –  
Kansas Big Brothers Big Sisters*

# Affiliate Program Innovation

## Big Brothers Big Sisters of San Diego County: Chaldean Refugee Program

Many Big Brothers Big Sisters Affiliates have responded to the needs of their communities by creating mentoring programs for teens and youth from refugee families. Refugee youth need the guidance of a caring adult who can expose them to new opportunities, help them plan for their future, and help them adjust to life in the United States. This year, Big Brothers Big Sisters of San Diego County worked with social workers and community members to launch a program for Chaldean refugees, Christians fleeing intense persecution in Iraq. The program is called “Ayana,” which means “help” in Arabic.

Big Brother Jason’s parents immigrated to the U.S. in the 1980s, and he grew up in a Chaldean community in San Diego. Jason was the program’s first Big Brother.

**“I feel like these kids can accomplish  
so much if they have confidence in themselves,  
if people give them confidence.”**

– Big Brother Jason

Jason says he feels a responsibility to help kids in his community, and to help his 15-year-old Little Brother, Yousif, see that he can succeed in America. A structural engineer in San Diego, Jason credits his success to a friend who recognized his math aptitude and guided him into engineering. “My dad worked a lot, and he didn’t understand how it worked here, how AP classes worked, how to apply for college, how to get scholarships,” Jason says. “My friend made me aware of what’s around me and what life has to offer me.”

Now, Jason will help Little Brother Yousif with those tasks. “We have a responsibility to help these refugees more than anybody,” Jason says. “If we can give them some sort of guidance and tell them that they can do it, they can be successful.”

*Big Brother Jason and Little Brother Yousif –  
Big Brothers Big Sisters of San Diego County* ▶



# MENTORU



*Little Brother Khalel and Big Sister Sarah (left) and Little Brother Long and Big Brother Rob (right) – Big Brothers Big Sisters of Puget Sound*

## Affiliate Program Innovation

### **Big Brothers Big Sisters of Puget Sound Launches MentorU, Using Technology-Enhanced Mentoring to Help High Schoolers Preparing for College**

Technology-Enhanced Mentoring (TEM) combines the effectiveness of the Big Brothers Big Sisters one-to-one mentoring model with the convenience of modern technology to create a program ideal for today's busy mentor.

Nineteen Big Brothers Big Sisters Affiliates currently use TEM to engage more high school students, particularly those who are at risk of not graduating high school and those who are the first in their families to go to college.

Big Brothers Big Sisters of Puget Sound's MentorU provides opportunities and resources for high school students to explore career paths, prepare for college, and plan for their future. The MentorU curriculum is grounded in social-emotional learning, growth mindset, and career-connectedness philosophies that blend relationship building with career exploration.

In a classroom setting, Big Brothers Big Sisters staff administer a curriculum that engages Bigs and Littles through a secure online platform and sparks discussions about career, college, and life. Each match also meets in person, one on one, every month at the high school and participates in guided activities led by Big Brothers Big Sisters in partnership with classroom teachers.

The flexibility of the blended model of in-person and online engagement attracts mentors who work in professional settings.

Big Brother Rob is the CEO of Pacific Market International, the parent company of the Stanley, Aladdin, and Migo brands. Rob was inspired to become a Big Brother, and MentorU allowed him to connect directly with a student in need while still being able to travel the world to lead his business.

When Big Brother Rob and Little Brother Long first met, Long was apprehensive. He asked a lot of questions. “What could I possibly have in common with a CEO? Does that guy even want to hang out with me?”

Throughout his freshman year, Long struggled with depression. He often skipped school, and he failed several classes. Rob was determined to make a positive impact on Long’s life, so he stuck by his side—just like Long had stuck by getting to know Rob.

In the second year of their match, Long earned straight A’s and had perfect attendance. He credits his turnaround to the positive impact of having Rob in his life.

At the end of Long’s 10th grade year, Big Brothers Big Sisters offered a scholarship opportunity for Littles to take a three-week backpacking trip with the Olympic Marine Wildlife Leadership Camp. Rob thought this would be a perfect trip for Long, as he aspires to become a marine biologist. Long was reluctant, but Rob offered encouragement (and camping gear), and Long agreed to go.

Long embarked on an adventure unlike anything he had ever experienced. On the first day of the new school year, he thanked Rob for his encouragement and said the trip was one of the best things he’s ever done.

## Technology-Enhanced Mentoring (TEM)

During the 2015-2016 school year:

**2,600** students participated in BBBS TEM programs

**19** BBBS Affiliates administered TEM programs

At Big Brothers Big Sisters of Puget Sound, where Little Brother Long is matched with Big Brother Rob:

**90%** of MentorU students report an increase in peer acceptance

**91%** report an increase in their grades

Current Big Brothers Big Sisters TEM Platforms:

- iMentor
- iCouldBe
- MentorU (on the Chronus platform)

# Big Brothers Big Sisters Affiliates Across the Country

*Our Affiliates positively impact their communities by creating and supporting one-to-one mentoring relationships between caring adult volunteers and youth.*

## Alaska

Alaska

## Alabama

Greater Birmingham  
Morgan County  
North Alabama  
Northeast Alabama  
Shoals  
South Alabama  
West Alabama

## Arkansas

Central Arkansas  
Northwest Arkansas

## Arizona

Central Arizona  
Flagstaff  
Tucson  
Yavapai

## California

Bay Area  
Catholic  
Central California  
Desert  
El Dorado County  
Greater Los Angeles  
Greater Sacramento Area  
Jewish BBBS Association  
of Los Angeles County  
Nevada County  
North Coast  
Orange County

San Diego County  
San Luis Obispo County  
Santa Barbara County  
Santa Cruz County  
Ventura County

## Colorado

Colorado  
Southwest Colorado

## Connecticut

Nutmeg  
Southwestern Connecticut

## Washington, D.C.

National Capital Area

## Delaware

Delaware

## Florida

Big Bend  
Broward County  
Central Florida  
Miami  
Northeast Florida  
Northwest Florida  
Palm Beach & Martin Counties  
St. Johns County  
St. Lucie, Indian River &  
Okeechobee Counties  
Sun Coast  
Tampa Bay

## Georgia

Chattahoochee Valley  
Heart of Georgia  
Metro Atlanta  
Northwest Georgia Mountains

## Guam

Guam

## Hawaii

Hawaii

## Iowa

Cedar Rapids & East Central Iowa  
Central Iowa  
Clinton  
Heart of Iowa  
Johnson County  
Mississippi Valley  
Muscatine County  
Northeast Iowa  
Siouxland

## Idaho

Southeast Idaho  
Southwest Idaho

## Illinois

Central Illinois  
DeKalb County  
Heart of Illinois  
Illinois Capital Region  
McHenry County  
Metropolitan Chicago  
Mid-Illinois  
Northwest Illinois  
Richland County  
Southwestern Illinois  
Vermilion County  
West Central Illinois  
Will & Grundy Counties

## Indiana

Bartholomew County  
Cass County  
Central Indiana  
Decatur County  
Delaware County  
Elkhart County  
Greater Lafayette  
Henry County  
Jefferson County  
Northeast Indiana  
Ohio Valley

South Central Indiana  
Southeast Indiana  
St. Joseph County  
Wabash Valley  
Youth Service Bureau La Porte County

## Kansas

Finney & Kearny Counties  
Flint Hills  
Kansas  
Salina

## Kentucky

Bluegrass  
Kentuckiana  
Madisonville-Hopkins County  
South Central Kentucky

## Louisiana

Acadiana  
Northeast Louisiana  
Southwest Louisiana

## Massachusetts

Big Sister Association of Greater Boston  
Central Mass/Metrowest  
Franklin County  
Hampden County  
Hampshire County  
Jewish BBBS of Greater Boston  
Lowell  
Massachusetts Bay  
Old Colony Y

## Maryland

Big Brothers Big Sisters at the Y  
Eastern Shore  
Washington County, Maryland

## Maine

Bath-Brunswick  
Mid-Maine  
Southern Maine

## Michigan

A Community of Caring  
Bay Area  
Berrien & Cass  
Griot & Montcalm Counties  
Greater Flint  
Great Lakes Bay Region  
Jackson County  
Lakeshore  
Livingston County  
Marquette & Alger Counties

Metropolitan Detroit  
Michigan Capital Region  
Mid-Michigan  
Northwestern Michigan  
Washtenaw County  
Western Upper Peninsula

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## Minnesota

Central Minnesota  
Greater Twin Cities  
Southern Minnesota

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## Missouri

Central Missouri  
Eastern Missouri  
Greater Kansas City  
Jasper & Newton Counties  
Missouri Valley  
Ozarks

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## Mississippi

Mississippi

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## Montana

Butte-Silver Bow  
Flathead County  
Gallatin County  
Helena & Great Falls  
Missoula  
Park County  
Yellowstone County

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## North Carolina

BBBS Services  
Central Carolinas  
Central Piedmont  
Triangle  
Western North Carolina

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## North Dakota

Bismarck-Mandan  
Village Family Service Center

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## Nebraska

Grand Island  
Hastings  
Heartland  
Midlands

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## New Hampshire

New Hampshire

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## New Jersey

Atlantic & Cape May Counties  
Cumberland & Salem Counties  
Essex, Hudson & Union Counties

Mercer County  
Monmouth & Middlesex Counties  
Northern New Jersey  
Ocean County

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## New Mexico

Central New Mexico  
Mountain Region  
Southeastern New Mexico

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## Nevada

Northern Nevada  
Southern Nevada

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## New York

Capital Region  
Central Southern Tier  
Erie, Niagara & Southern Tier  
Family Services of Westchester  
Greater Rochester  
Long Island  
New York City  
One To One  
Onondaga County  
Orange County  
Rockland County  
Southern Adirondacks

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## Ohio

Athens County  
Butler County  
Central Ohio  
East Central Ohio  
Fairfield County  
Greater Cincinnati  
Greater Cleveland  
Greater Miami Valley  
Jewish BBBS Association  
Licking & Perry Counties  
Lorain County  
Mahoning Valley  
Mercer, Auglaize & Van Wert Counties  
Northeast Ohio  
Northwestern Ohio  
Portage County  
Shelby & Darke County  
South Central Ohio  
Springfield  
Summit, Medina & Stark Counties  
Warren & Clinton Counties  
West Central Ohio  
Zanesville

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## Oklahoma

Oklahoma

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## Oregon

Central Oregon  
Columbia Gorge  
Columbia Northwest

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## Pennsylvania

Beaver County  
Berks County  
Blair County  
Bucks County  
Butler County  
Capital Region  
Centre County  
Clearfield County  
Family Services of NW PA  
Greater Pittsburgh  
Independence Region  
Jefferson, Elk & McKean Counties  
Lackawanna Susquehanna & Wayne Counties  
Laurel Region  
Lawrence County  
Lehigh Valley  
Oil Region  
Schuylkill County  
The Bridge  
Twin Tiers  
York County

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## Rhode Island

Ocean State

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## South Carolina

Carolina Youth Development Center  
Greater Columbia  
Pee Dee Area BBBS Association  
Upstate

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## South Dakota

Black Hills  
Sioux Empire

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## Tennessee

Clarksville  
East Tennessee  
Greater Chattanooga  
Middle Tennessee  
Mid-South

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## Texas

Central Texas  
El Paso  
Gulf Coast  
Hereford  
Lone Star  
Lubbock  
Midland Texas

South Texas  
Texas Panhandle

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## Utah

Utah

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## Virginia

BBBS Services  
Central Blue Ridge  
Central Virginia  
Danville Area  
Greater Virginia Peninsula  
Harrisonburg-Rockingham County  
Northwest Virginia  
Rappahannock  
Southwest Virginia

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## Vermont

Bennington County  
Vermont

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## Washington

Inland Northwest  
Island County  
Puget Sound  
Snohomish County  
Southwest Washington

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## Wisconsin

7 Rivers Region  
Central Wisconsin  
Dane County  
Dodge County & Watertown Community  
Fond du Lac County  
Fox Valley Region  
Green County  
Manitowoc County  
Metro Milwaukee  
Northcentral Wisconsin  
Northeastern Wisconsin  
Northwestern Wisconsin  
Ozaukee County  
Racine & Kenosha Counties  
Rock, Walworth & Jefferson Counties  
Sheboygan County  
Washington County  
Wood County

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## West Virginia

South Central West Virginia  
Tri-State

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## Wyoming

Greater Wyoming  
Northwest Wyoming



## 2017 BBBSA National Conference in San Diego, California

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Nearly 1,000 Affiliate leaders, corporate and community partners, and mentoring experts came together in San Diego to learn, network, and celebrate at the 2017 BBBSA National Conference.

Vu Le, the executive director of Seattle-based nonprofit Rainier Valley Corps and author of the blog “Nonprofit AF,” was a conference keynote speaker. Le’s humorous keynote speech touched on the life of a nonprofit leader and encouraged the Big Brothers Big Sisters audience to think deeply about their roles in their communities.

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**“You are lifting up communities, you are saving lives, you are building community, you are helping so many people, you are building relationships, you are creating the kind of society we all deserve here, you are fighting injustice.”**

– Vu Le

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Hall-of-Famer Darrell Green works with youth through a partnership between Centene Corporation and the Pro Football Hall of Fame. As a keynote speaker, he spoke to BBBSA National Conference attendees about setting a good example for youth and leading “right now” and every day.

- ◀ *“Nonprofit AF” author and Rainier Valley Corps Executive Director Vu Le (top) and Hall of Fame Cornerback Darrell Green (bottom) speak to attendees at the 2017 BBBSA National Conference.*







*San Diego Police Chief Shelley Zimmerman high-fives Little Brother Olegs, whose Big Brother is a San Diego police officer.*

## **Bigs in Blue Day in San Diego**

To celebrate the launch of San Diego's Bigs in Blue program, the Mayor of San Diego issued a proclamation to celebrate June 27 as "Bigs in Blue Day" in the city. During the BBBSA National Conference, Big Brothers Big Sisters of America awarded Big Brothers Big Sisters of San Diego County a \$50,000 Bigs in Blue grant. At the press conference, Sergeant Geanie Franco, a Big Sister, spoke about the importance of mentoring teens and guiding them to a bright future.



*Ernesto Arredondo, Wells Fargo Area President – San Diego Region; Brett Stapleton, ESET VP of Finance; and Rich Yousko, BBBS of San Diego County Board Chair, join BBBSA President and CEO Pam Iorio to present a check to BBBS of San Diego County to launch its Bigs in Blue program.*

## **Celebrating Bigs in Blue With the San Diego Padres**

On Bigs in Blue Day, the San Diego Padres donated tickets so BBBSA National Conference attendees could see the Padres take on the Atlanta Braves and watch Big Brothers Big Sisters of America President and CEO Pam Iorio throw out the ceremonial first pitch. Bigs in Blue Bigs and Littles, San Diego Police Chief Shelley Zimmerman, and San Diego Padres Owner and Big Brothers Big Sisters of San Diego County Board Member Tom Seidler were among those gathered on the field to celebrate the launch of Bigs in Blue in San Diego.



*Pam Iorio and Liz Smith with Little Sister Shayna*



*Konrad Reuland's parents, Mary and Ralf Reuland, with Little Brother J.J.*

### **Little Sister Shayna Wins Elizabeth A. Smith “Little” Leadership Scholarship**

When Big Brothers Big Sisters of America Board Member Liz Smith completed her two-year term as Board Chair in 2016, the National Board created a scholarship to honor her extraordinary leadership. Every year, Big Brothers Big Sisters of America will award a scholarship to a Little in the Network who demonstrates leadership qualities.

Big Brothers Big Sisters of America awarded the 2017 Elizabeth A. Smith “Little” Leadership Scholarship to Shayna from Jewish Big Brothers Big Sisters Association of Los Angeles. Shayna now attends the University of California at Los Angeles. In college, Shayna is highly involved in extracurricular activities and still keeps in touch with her Big Sister.

### **Little Brother J.J. Awarded Konrad A. Reuland “Little” Endowed Scholarship**

In 2016, former NFL tight end Konrad Reuland passed away of a brain aneurysm at age 29. His family knew immediately that they wanted to honor his legacy by helping youth, because throughout his life, Konrad was dedicated to mentoring and helping youth reach their goals.

To honor Konrad, his family and friends established the Konrad A. Reuland “Little” Endowed Scholarship through Big Brothers Big Sisters of America. Each year, proceeds from this fund will be awarded to a Little Brother in the Network who is interested in playing football and attending college.

This year, Big Brothers Big Sisters of America awarded the Konrad A. Reuland “Little” Endowed Scholarship to Jonathan “J.J.” from Big Brothers Big Sisters of Orange County, who was captain of his high school football team and was matched with Big Brother Sean for more than 10 years.

## Agency and Board of the Year

There are nearly 300 agencies in the Big Brothers Big Sisters Federation. These agencies go above and beyond to fulfill the mission of Big Brothers Big Sisters and meet the needs of their communities. Each year, we recognize agencies and Boards that have met key revenue and service goals.

### Agencies of the Year

Small-Mid Agency Alliance  
Agency of the Year

*Big Brothers Big Sisters  
of Northeast Iowa*

Mid-Large Agency Alliance  
Agency of the Year

*Big Brothers Big Sisters  
of the Midlands*

Large Agency Alliance  
Agency of the Year

*Big Brothers Big Sisters  
of Greater Kansas City*

### Boards of the Year

Small-Mid Agency Alliance  
Boards of the Year

*Big Brothers Big Sisters  
of Lehigh Valley*

Mid-Large Agency Alliance  
Boards of the Year

*Big Brothers Big Sisters  
of Central Indiana*

Large Agency Alliance  
Boards of the Year

*Big Brothers Big Sisters  
of Central Texas*

## Corporate and Individual Awards

Each year, we honor the outstanding corporate and community partners and individuals who champion our cause and further our mission across the country.

President's Award

*Jack in the Box*

Charles G. Berwind  
Lifetime Achievement Award

*Kate Snow*

Chairman's Award

*ALEX AND ANI*

Community Impact Award

*The 250 Club*

Enterprise Award

*Savers*

Common Good Award

*Hill Impact*

*NBC Nightly News anchor and Big Sister Kate Snow  
accepts the Charles G. Berwind Lifetime Achievement Award. ►*



Big Brothers Big Sisters  
of America

# Our Generous Supporters

(July 1, 2016-June 30, 2017)

## Foundation and Corporate Grants

### \$1,000,000+

Altria Group

### \$500,000-\$749,999

The Jack in the Box Foundation

### \$250,000-\$499,999

Comcast Foundation  
S.D. Bechtel, Jr. Foundation  
WellCare Community Foundation

### \$100,000-\$249,999

The Annie E. Casey Foundation

### \$50,000-\$99,999

Microsoft  
Oak Foundation USA

## In-Kind Support

### **Comcast NBCUniversal**

We appreciate the in-kind gift totaling \$1.4 million to both our Affiliates and the National Office in public service announcements in support of Big Brothers Big Sisters.

### **Cousins Properties**

The National Office is located in Tampa, Florida, and we appreciate the generous in-kind gift from Cousins Properties of \$216,000 to cover our rent.

### ALEX AND ANI | CHARITY BY DESIGN

American Airlines  
Big Little Fudge  
Centene Corporation  
ChappellRoberts  
CliftonLarsonAllen, LLP  
Facebook  
Hill Impact  
Reed Smith, LLP  
San Diego Padres  
Tiny But Mighty Popcorn

## Gifts

### \$750,000-\$999,999

CST Brands, Inc.

### \$500,000-\$749,999

Nerium International, LLC  
Nordstrom

### \$250,000 - \$499,999

Beachbody, LLC  
Carol and Alan J. Bernon  
Family Charitable Foundation  
Comcast NBCUniversal  
John H. Sykes

### \$100,000-\$249,999

ALEX AND ANI | CHARITY BY DESIGN  
CEC Entertainment Concepts, L.P.  
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Earth and Humanity Foundation  
Greg and Cindy Page  
Joseph R. Redner  
Eric and Keri Stumberg

### \$50,000-\$99,999

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### \$25,000-\$49,999

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Maria and Philip Yang  
in honor of Emily Chen Carrera

### \$10,000-\$24,999

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Emily Chen Carrera and  
Christopher J. Carrera

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### \$5,000-\$9,999

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Dani Axelrod in honor of Russ Axelrod  
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Doug Belden Campaign  
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Thomas Berta  
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 Regan McDonald in honor of Mavish Khan  
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 Susan Lee Mascaro in honor of Bigs in Blue  
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 New York State Employees  
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Roebic Laboratories  
 Hella Rohde  
 Dave Rollins  
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 Carrie Searle  
 SecureAview, LLC  
 SECURA Insurance  
 Cierra Shannon  
 Jennifer Shearer  
 Susan and Guy Shoemaker  
 Shop Vac Corporation  
 Sigma Phi Epsilon  
 Roy Silverman  
 Nomi Silverman  
 Leeanne Smith  
 Teresa Speight  
 Donna Stewart  
 Jill Strain  
 Sunbelt  
 Linda Tanner  
 Thermwell Products Co., Inc.  
 Judith Tidd  
 Christine Torphy  
 United Airlines  
 United Marketing Force, Inc.  
 in memory of Jacob C. Sipe III  
 United Solutions  
 Valco Industries  
 Tracy and Erik Van Wier  
 Rafael Veintimilla  
 Renee Verdun  
 Stacie Vetor

Christopher Vineis  
 Ion Vintilescu  
 Anna Voegele  
 Judy and Donald Vredenburg  
 David Vu  
 Garden Weasel  
 Weber-Stephen Products, LLC  
 Morris and Rosemary E. Weinberg  
 Weyerhaeuser Company  
 Del and Sylvia Williams  
 Mark Wolfe  
 Woodland Tripak, Inc.  
 Wyse Family Trust  
 Sam Young  
 John Zagula  
 Marc Zammit

We also appreciate the donors who have contributed through Cars for Kids' Sake, in partnership with Insurance Auto Auctions, as well as the Combined Federal Campaign and other state and private workplace programs.

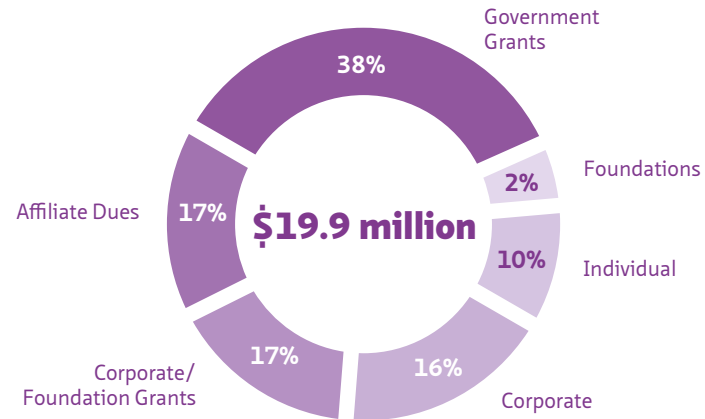
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 Back Cover: Big Sister Tiffany and Little Sister M'racle from Big Brothers Big Sisters of Greater Kansas City. Photography by Adam Kaleikau.  
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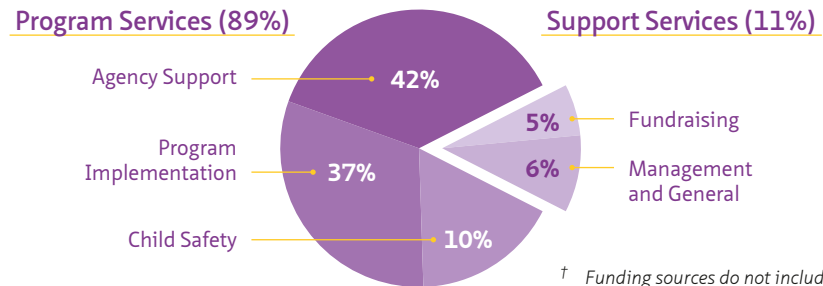
# FY 17 Funding Sources

Thanks to our generous donors and partners, we are able to support our Affiliates as they create positive change in their communities. We provide training, technology, governance, partnerships, collaboration, and leadership to support the nearly 300 Affiliates in our Federation.

## Funding Sources†



## Expenses



† Funding sources do not include in-kind

**\$10.9 million**

funding given this fiscal year to Affiliates by the National Office through grants and partnerships

# 2017 Financial Stewardship\*

## Statement of Financial Position

|   | 2017                 | 2016                 |
|---|----------------------|----------------------|
| <b>Assets</b>                           |                      |                      |
| Cash and cash equivalents               | \$ 5,447,815         | \$ 7,488,424         |
| Accounts receivable                     | 366,271              | 354,581              |
| Contributions receivable                | 4,345,068            | 4,681,277            |
| Prepaid expenses and other assets       | 139,428              | 154,676              |
| Property and equipment                  | 41,171               | 60,148               |
| Investments                             | 2,097,351            | 300,020              |
| Beneficial interest in trust            | 8,316                | 8,320                |
| Endowment investment                    | 282,182              | 229,298              |
| <b>Total Assets</b>                     | <b>\$ 12,727,602</b> | <b>\$ 13,276,744</b> |
| <b>Liabilities</b>                      |                      |                      |
| Notes payable                           | \$ -                 | \$ -                 |
| Grants payable to local agencies        | 5,125,973            | 5,389,827            |
| Deferred revenue                        | 910,312              | 944,627              |
| Accounts payable & accrued expenses     | 778,671              | 1,581,842            |
| <b>Total Liabilities</b>                | <b>\$ 6,814,956</b>  | <b>\$ 7,916,296</b>  |
| <b>Net Assets</b>                       |                      |                      |
| Unrestricted                            |                      |                      |
| Undesignated                            | \$ 3,365,584         | \$ 3,057,928         |
| Board designated                        | 99,000               | -                    |
| Temporarily restricted                  | 2,168,332            | 2,022,790            |
| Permanently restricted                  | 279,730              | 279,730              |
| <b>Total Net Assets</b>                 | <b>\$ 5,912,646</b>  | <b>\$ 5,360,448</b>  |
| <b>Total Liabilities and Net Assets</b> | <b>\$ 12,727,602</b> | <b>\$ 13,276,744</b> |

## 2017 Statement of Activities

|  | Unrestricted         | Temporarily Restricted | Permanently Restricted | Total                |
|--|----------------------|------------------------|------------------------|----------------------|
| <b>Public Support and Revenue</b>            |                      |                        |                        |                      |
| <b>Public support</b>                        |                      |                        |                        |                      |
| Contributions and grants                     | \$ 7,144,080         | \$ 4,655,614           | \$ -                   | \$ 11,799,694        |
| Government funding                           | 8,515,301            | -                      | -                      | 8,515,301            |
|  | 15,659,381           | 4,655,614              | -                      | 20,314,995           |
| <b>Revenues</b>                              |                      |                        |                        |                      |
| Memberships                                  | 3,482,344            | -                      | -                      | 3,482,344            |
| Investment income                            | 10,538               | -                      | -                      | 10,538               |
| Other income                                 | 1,257,843            | -                      | -                      | 1,257,843            |
|  | 4,750,725            | -                      | -                      | 4,750,725            |
| <b>Net assets released from restrictions</b> |                      |                        |                        |                      |
| Satisfaction of program restrictions         | 4,510,072            | (4,510,072)            | -                      | -                    |
| <b>Total Public Support and Revenue</b>      | <b>\$ 24,920,178</b> | <b>\$ 145,542</b>      | <b>-</b>               | <b>\$ 25,065,720</b> |
| <b>Expenses**</b>                            |                      |                        |                        |                      |
| <b>Program services</b>                      |                      |                        |                        |                      |
| Program implementation                       | \$ 8,968,715         | \$ -                   | \$ -                   | \$ 8,968,715         |
| Agency support/services/technology           | 10,268,137           | -                      | -                      | 10,268,137           |
| Child safety/standards/compliance            | 2,505,320            | -                      | -                      | 2,505,320            |
|  | 21,742,172           | -                      | -                      | 21,742,172           |
| <b>Support services</b>                      |                      |                        |                        |                      |
| Management and general                       | 1,430,309            | -                      | -                      | 1,430,309            |
| Fundraising                                  | 1,341,041            | -                      | -                      | 1,341,041            |
| Total support services                       | 2,771,350            | -                      | -                      | 2,771,350            |
| <b>Total Expenses</b>                        | <b>\$ 24,513,522</b> | <b>\$ -</b>            | <b>\$ -</b>            | <b>\$ 24,513,522</b> |
| <b>Change in Net Assets</b>                  | <b>406,656</b>       | <b>145,542</b>         | <b>-</b>               | <b>552,198</b>       |
| <b>Net Assets, beginning of year</b>         | <b>3,057,928</b>     | <b>2,022,790</b>       | <b>279,730</b>         | <b>5,360,448</b>     |
| <b>Net Assets, end of year</b>               | <b>\$ 3,464,584</b>  | <b>\$ 2,168,332</b>    | <b>\$ 279,730</b>      | <b>\$ 5,912,646</b>  |

\* The 2017 financial overview is a summary of the June 30, 2017, audit by Crowe Horwath, which represents the financial statements of Big Brothers Big Sisters of America in compliance with generally accepted accounting principles. Crowe Horwath issued an unqualified opinion on the financial statements for Fiscal Year 2017 (July 1, 2016-June 30, 2017). The full audit is available on our website and in the digital annual report, AR2017.bbbs.org.

\*\* In-kind services included in expenses: \$3.1M program services



**Big Brothers Big Sisters of America**  
Serving America's Youth Since 1904

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