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 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.
“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.”

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.

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

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

Current Bigs in Blue matches.

Bigs in Blue by the Numbers

66

$784,000

705

Big Brothers Big Sisters of America

Bigs in Blue Locations

Bigs in Blue Program
Big Brothers Big Sisters Affiliates

2017 Annual Report 03
National Board of Directors

Rudy J. Baldoni  
National Board Chair  
Chairman & CEO  
Newport Investment Associates

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CEO, WellCare Health Plans, Inc.

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Strategic Partner Manager  
Facebook

Alice Norsworthy  
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Universal Parks and Resorts

Tom O’Brien  
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Cargill, Inc.

Steven Wheeler  
CEO, Centurion, LLC  
President & COO  
MHM Services, Inc.

Pam Iorio  
President & CEO, BBBSA
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

Jarrod 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

Adam Vasallo
Vice President, Fund Development and Marketing

Julie Novak
Vice President, Child Safety

Jennifer Ashbaugh
Director, National Events

Hillary Bardwell
Director, Foundation Grants

Mandy Bisciglia
Director, Affiliate Support

Tanya Gibson
Director, Human Resources

Danielle Long
Director, Finance

Julie Redcy
Director, Federal Grants

Laura Saunders
Director, Compliance

J. Christie Wilson
Director, Training

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

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.

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
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.

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

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.”

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.”
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

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

“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.

“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.

“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

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.

“I feel like she’s my best friend, and my sister. Like, a real one.”
– Little Sister Noelle

“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
Big Sister of the Year

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

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.

Foundation Partners

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

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.
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 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.

<table>
<thead>
<tr>
<th>State</th>
<th>Affiliates</th>
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<tbody>
<tr>
<td>Alaska</td>
<td>Alaska, San Diego County, San Luis Obispo County, Santa Barbara County, Santa Cruz County, Ventura County</td>
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<tr>
<td>Alabama</td>
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<td>Connecticut</td>
<td>Nutmeg, Southwestern Connecticut</td>
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<tr>
<td>Washington, D.C.</td>
<td>National Capital Area</td>
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<tr>
<td>Delaware</td>
<td>Delaware</td>
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<tr>
<td>Florida</td>
<td>Big Bend, Broward County, Central Florida, Miami, Northeast Florida, Northwest Florida, Palm Beach &amp; Martin Counties, St. Johns County, St. Lucie, Indian River &amp; Okeechobee Counties, Sun Coast, Tampa Bay</td>
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<tr>
<td>Georgia</td>
<td>Chattahoochee Valley, Heart of Georgia, Metro Atlanta, Northwest Georgia Mountains</td>
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<td>Guam</td>
<td>Guam</td>
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<td>Hawaii</td>
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<tr>
<td>Iowa</td>
<td>Cedar Rapids &amp; East Central Iowa, Central Iowa, Clinton, Heart of Iowa, Johnson County, Mississippi Valley, Muscatine County, Northeast Iowa, Siouxland</td>
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<td>Idaho</td>
<td>Southeast Idaho, Southwest Idaho</td>
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<td>Bartholomew County, Cass County, Central Indiana, Decatur County, Delaware County, Elkhart County, Greater Lafayette, Henry County, Jefferson County, Northeast Indiana, Ohio Valley</td>
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<td>South Central Indiana</td>
<td>Southeast Indiana, St. Joseph County, Wabash Valley, Youth Service Bureau La Porte County</td>
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<td>Finney &amp; Kearny Counties, Flint Hills, Kansas, Salina</td>
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<td>Acadiana, Northeast Louisiana, Southwest Louisiana</td>
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<td>Massachusetts</td>
<td>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</td>
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<tr>
<td>Maryland</td>
<td>Big Brothers Big Sisters at the Y, Eastern Shore, Washington County, Maryland</td>
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<td>Maine</td>
<td>Bath-Brunswick, Mid-Maine, Southern Maine</td>
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<td>Michigan</td>
<td>A Community of Caring, Bay Area, Berrien &amp; Cass, Grantiot &amp; Montcalm Counties, Greater Flint, Great Lakes Bay Region, Jackson County, Lakeshore, Livingston County, Marquette &amp; Alger Counties</td>
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</tbody>
</table>
Metropolitan Detroit
Michigan Capital Region
Mid-Michigan
Northwestern Michigan
Washtenaw County
Western Upper Peninsula

**Minnesota**
- Central Minnesota
- Greater Twin Cities
- Southern Minnesota

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

**Mississippi**
- Mississippi

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

**North Carolina**
- BBBS Services
- Central Carolinas
- Central Piedmont
- Triangle
- Western North Carolina

**North Dakota**
- Bismarck-Mandan
- Village Family Service Center

**Nebraska**
- Grand Island
- Hastings
- Heartland
- Midlands

**New Hampshire**
- New Hampshire

**New Jersey**
- Atlantic & Cape May Counties
- Cumberland & Salem Counties
- Essex, Hudson & Union Counties

**New Mexico**
- Central New Mexico
- Mountain Region
- Southeastern New Mexico

**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

**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

**Oklahoma**
- Oklahoma

**Oregon**
- Central Oregon
- Columbia Gorge
- Columbia Northwest

**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

**Rhode Island**
- Ocean State

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

**South Dakota**
- Black Hills
- Sioux Empire

**Tennessee**
- Clarksville
- East Tennessee
- Greater Chattanooga
- Middle Tennessee
- Mid-South

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

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

**Vermont**
- Bennington County
- Vermont

**Washington**
- Inland Northwest
- Island County
- Puget Sound
- Snohomish County
- Southwest Washington

**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

**West Virginia**
- South Central West Virginia
- Tri-State

**Wyoming**
- Greater Wyoming
- Northwest Wyoming
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.

“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

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.
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.

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.
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.*
Our Generous Supporters

(July 1, 2016–June 30, 2017)

Foundation and Corporate Grants

|$1,000,000•| Altia Group

|$500,000•-$749,999| The Jack in the Box Foundation

|$250,000•-$499,999| Comcast Foundation

|$100,000•-$249,999| The Annie E. Casey Foundation

|$50,000•-$99,999| Microsoft

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
Century Corporation
Chappell Roberts
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. Berson
Family Charitable Foundation
Comcast NBCUniversal
John H. Sykes

|$100,000•-$249,999|

AEX AND ANI | CHARITY BY DESIGN

CEC Entertainment Concepts, L.P.
Centene Corporation
Earth and Humanity Foundation
Greg and Cindy Page
Joseph R. Redner
Eric and Keri Stumberg

|$50,000•-$99,999|

Bloomin’ Brands, Inc.
Freedom Boat Club
Elizabeth A. Smith

|$25,000•-$49,999|

CliftonLarsonAllen, LLP
The Lawrence W. Fagg Trust
Live Happy, LLC
María and Philip Yang
In honor of Emily Chen Carrera

|$10,000•-$24,999|

The Lisa and Steve Altmann Family Foundation
Rudy J. Baldoni
Beacon Roofing Supply, Inc.
BlackFinn Ameripub
Kenneth A. and Elizabeth Burdick
Emily Chen Carrera and Christopher J. Carrera
DeBartolo Family Foundation, Inc.
Do it Best Corp.
Jane Freres
Great American Insurance Company
Herman M. Heise
Pam Iorio
The Portmann Family Charitable Fund
Laurie Ann Rogers
Shepard Milner Wardlow Foundation
Kate Snow and Chris Bro
The Spurlino Family Foundation
Vinik Family Foundation
Todd N. Wartchow
The Wellspring Fund
Zenith Education Group
Zuri Group, LLC

|$5,000•-$9,999|

Accretive Services, LLC
David Barrett
The Sybel B. Berkman Foundation
Leonard A. Bernstein
Aana Camp
Johnny Carrabba
Colleen F. and Daniel M. Chappell
The 250 Club
Coca-Cola Company
Custom Building Products
Eagle Redi-Mix Concrete, LLC
Ferret Search, LLC
Thomas Fink
Kathryn Friend
FrontStream Holdings, LLC
Gesture
The Louise P. Hackett Foundation
Imagine Learning, Inc.
Kansas City Life Insurance Company
Scott Lalonde
Tao Lopez
John Melia
Nurture, LLC
Pagon Family Fund
Paulie Paullewod
Reliance Water Heater Company
Sean Rooney
Shepard Exposition Services
Sigma Phi Epsilon Fraternity
Splat Consulting, LLC
Sunnyside Corporation
TAMKO Building Products

Douglas G. and Sandra P. Warner
Don and Virginia Wolffe Charitable Foundation, Inc.

|$250,000•-$499,999|

Ali Industries, Inc.
Bright Start Academy, Inc.
Classy.org
Robyn Coles
Robert Daigle
Djilas
Rose Dobosz
Donor Perfect Software
ESET, LLC
Troy Evans
First Advantage
Darla Foster
Franklin International
Givelfect, Inc
Got Residuals, Inc.
Mark Gravitt
Marybeth Guyett
Indiana University
Jitasa
Carol Kline
Tana McClain
Stuart Milheiser
NeoCRM
Norbord
Odell Brewing
Ohio Education Association
Andy Rumbaugh
Salesforce.org
The Alan and Roslyn Schwartz Foundation
Steven L. and Claudia Schwartz
David A. Scott
Texas Sportswear
John Tierney
TwelveX
Verified Volunteers
Eric Yan
Zelda Gives Back

|$1,000,000•-$2,499,999|

Adidas Basketball
in honor of Ming Wong
Alliance One International, Inc.
AmerisourceBergen Companies, L.P.
Gregory Andonian
Michael and Christine Angelakis

Major General Wallace C. Arnold
Ashland, Inc.
Atrium Windows and Doors, Inc.
Rick G. Avare
Dani Axelrod in honor of Russ Axelrod
Richard Ball
Doug Belden Campaign
Andrew Bell
Eric W. Bennett
Thomas Berta
Deborah and Bryan Bickie
BJ’s Wholesale Club
Breslauer, Rutman & Anderson, LLC
Bright Funds Foundation
Terrence and Dorothy Brown Foundation
Jason Buckner
Margaret J. Burke
Brittany Burtz
Joel Butler
Caleb Jones
Cards for Causes, LLC
Lorraine Carey
Caruso Management Company, Ltd.
Jacob Chacko
Tracie Chapman
Lewis Cheney
Raman Chitkara
Mary Cheipper
Barry Christensen
Chums, Inc
Cynthia M. Clarke
CM Consulting Group
John Colodny
Audrea and Corley Cowan
Cynthia Creech
Jeffrey Croft
Kevin Croty
Robert Cuibrias
Dallas Market Council
DAP, Inc.
Annette Davis
Decorative Panels International, Inc.
Dave Del Beccaro
Joanne Dibella
Robb Douglas
Ed Lewis Sales Co., Inc.
Epstein Family Charitable Trust
Dawn Fleming and Tom Clifford
Luciano Francesca
Juliane Frank
FTB Advisors
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.

FY 17 Funding Sources

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.

Funding Sources†

Expenses

$19.9 million

$10.9 million

† Funding sources do not include in-kind
2017 Financial Stewardship

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<thead>
<tr>
<th>Statement of Financial Position</th>
<th>2017 Statement of Activities</th>
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<tbody>
<tr>
<td><strong>Assets</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$ 5,447,815</td>
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<tr>
<td>Accounts receivable</td>
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<td>Contributions receivable</td>
<td>4,345,068</td>
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<td>Prepaid expenses and other assets</td>
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<tr>
<td>Property and equipment</td>
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<td>Investments</td>
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<td>Beneficial interest in trust</td>
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<td>Endowment investment</td>
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<td><strong>Total Assets</strong></td>
<td>$ 12,727,602</td>
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<td><strong>Liabilities</strong></td>
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<tr>
<td>Notes payable</td>
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<tr>
<td>Grants payable to local agencies</td>
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<td>Deferred revenue</td>
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<td><strong>Total Liabilities</strong></td>
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<td>Permanently restricted</td>
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<td><strong>Total Net Assets</strong></td>
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<td><strong>Total Liabilities and Net Assets</strong></td>
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<td><strong>Public Support and Revenue</strong></td>
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<td>Government funding</td>
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<td>Program services</td>
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<td>Program implementation</td>
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<td><strong>Change in Net Assets</strong></td>
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<tr>
<td>Net Assets, beginning of year</td>
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<tr>
<td>Net Assets, end of year</td>
<td>$ 3,464,584</td>
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* 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