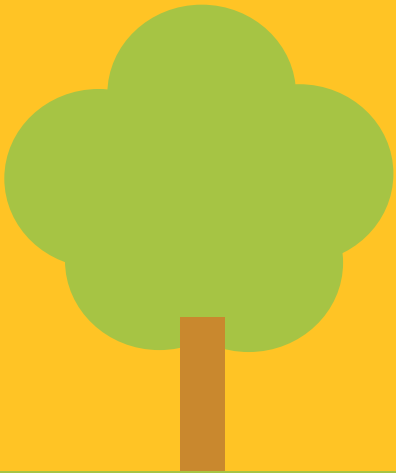


Changing How Our Children Grow Up in America



Big Brothers Big Sisters
of America

REPORT TO THE COMMUNITY

2007

This is the Annual Report of Big Brothers Big Sisters of America for calendar year 2007.

Our Mission: To help children reach their potential through professionally supported one-to-one relationships with measurable impact.

Our Vision: We seek to provide successful mentoring relationships for all children who need and want them, contributing to better schools, brighter futures and stronger communities for all.

Big Brothers Big Sisters is a network of affiliated agencies providing mentoring services to vulnerable children ages 6 through 18 in schools and communities throughout the United States. Big Brothers Big Sisters of America (the national office) provides strategic direction and mobilizes resources to build capacity and enable growth throughout the Big Brothers Big Sisters network. The national office provides unifying leadership to agencies in six key areas: **strategic vision and direction; branding; program standards; shared information and best practices; centralized shared services; and direct grants.**

Donations made to individual Big Brothers Big Sisters agencies go directly to support the mentoring programs that are offered in their communities. Donations made to Big Brothers Big Sisters of America support the strategic efforts of the national office and allow funding to be targeted efficiently to agencies where it is most needed and will have the greatest impact.

A research study conducted by Public/Private Ventures on our community-based mentoring program points to the powerful, positive, lasting impact Bigs have on children's lives. Littles are:

- 46% less likely to begin using illegal drugs
- 27% less likely to begin using alcohol
- 52% less likely to skip school
- 37% less likely to skip a class and are more confident of their performance in schoolwork
- 33% less likely to engage in violent behavior and more likely to get along with their families and peers



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Core Programs

With programs located in communities across the country, last year we served more than 254,000 children in need of adult role models. Those children were mentored by carefully screened volunteers through our two core programs: community-based mentoring and school-based mentoring.

ENVIRONMENTAL RISK FACTORS such as poverty and living in a single parent household can make growing up more difficult. One of the most severe environmental risk factors for children is having an incarcerated parent. In 2007, over 25,000 of our Littles had a mother or father in prison. Children of incarcerated parents are more likely to be incarcerated at some point in their lives unless intervention occurs. That is why Big Brothers Big Sisters' **Amachi program** – mentoring children of prisoners – is a key component of our goal to reach more kids, especially those who need us most.

Community-Based Mentoring involves caring adults in professionally supported mentoring relationships with children in their community. It's all about one-on-one time spent with the Big and Little doing things they enjoy—at least one hour a week filled with shared interests and activities—helping Littles gain self confidence and achieve their goals.

School-Based Mentoring is one-to-one mentoring that takes place in schools and enables us to provide the benefits of Big Brothers Big Sisters mentoring to children whom we might not otherwise reach through our community-based program. In schools Bigs and Littles meet once a week to talk and have fun. The focus is on friendship and guidance.

Targeting the Most Vulnerable

Big Brothers Big Sisters agencies serve children in all 50 states, Puerto Rico & Guam, from a variety of backgrounds and cultures. The racial and ethnic demographics of vulnerable children vary significantly from community to community. Big Brothers Big Sisters seeks to serve populations that are reflective of the racial and ethnic mix of each community's population in need. Three traditionally underserved communities we target are:

African-American: African-American children, boys in particular, are one of the most at-risk populations in our country. However, more than 50% of the boys Big Brothers Big Sisters serves are African-American, while only 15% of our male volunteers are African-American. To better meet the needs of African-American boys and increase the number of African-American male mentors, Big Brothers Big Sisters of America partners with organizations such as Alpha Phi Alpha fraternity and United Methodist Men.

Hispanic: The Hispanic population throughout the United States is growing significantly in terms of numbers, needs and resources. Our Hispanic Mentoring program continues the Big Brothers Big Sisters tradition of outreach to underserved youth by building collaboration with Hispanic communities and emphasizing the recruitment of Latino volunteers to mentor Latino Littles. This program, which serves the fastest-growing population in America, is also the fastest growing Big Brothers Big Sisters mentoring initiative with a 20% growth in number of children served in 2007.

Native American: There are approximately four million Native Americans and Alaskan Natives living in the United States. One quarter live at or below the poverty line, and almost 17% of households live on an income of less than \$10,000 a year. In 2007, with the generous support of the Office of Juvenile Justice and Delinquency Prevention, Big Brothers Big Sisters of America began a Native American Mentoring Initiative that emphasizes connection with Native American communities and the recruitment of Native American Littles and Bigs.

Top Ratings

FROM WATCHDOGS



Charity Navigator (CharityNavigator.org)

For the sixth consecutive year, Big Brothers Big Sisters of America has been awarded the top four-star rating by Charity Navigator, the nation's foremost independent evaluator of charitable organizations. This rating puts **Big Brothers Big Sisters of America in the top 1% of all charities in America** in terms of fiscal responsibility and effective use of donations.

OVERALL RATING † † † †

(66.52 points out of 70 possible points)

Organizational Efficiency † † † †

(39.02 points out of 40 possible points)

Program Expenses	90.2%
Administrative Expenses	3.1%
Fundraising Expenses	6.5%
Fundraising Efficiency	\$0.07
(amount spent to raise \$1 in donations)	

Organizational Capacity † † † †

(27.50 points out of 30 possible points)

Primary Revenue Growth	15.1%
Program Expenses Growth	13.1%
Working Capital Ratio (years)	0.65

CharityWatch.org

The American Institute of Philanthropy (charitywatch.org) includes Big Brothers Big Sisters of America in its list of Top-Rated Charities. In fact, Big Brothers Big Sisters of America is one of only two youth-development organizations to receive AIP's top A+ rating.

We are proud to be recognized by:

Better Business Bureau
bbb.org/charity



Combined Federal Campaign
opm.gov/cfc



Children's Charities of America
ChildrensCharities.org



Independent Charities of America
IndependentCharities.org





A Message from Our Leadership

We are proud to share with you our 2007 accomplishments. Thank you to our valuable partners, generous donors and dedicated volunteers who continue to believe in us and our vision to provide successful mentoring relationships for all children who need and want them, contributing to better schools, brighter futures and stronger communities for all.

In these pages you will meet a few of the individuals who have been matched in our programs—from current Littles like Rico and Ariana who improved their grades in school, to former Littles like Dennis and Shirley who now work for the very Big Brothers Big Sisters agencies that helped them when they were young.

With your help the Big Brothers Big Sisters network served a record number of children in 2007—over 254,000 nationwide—and grew closer to our goal of providing a caring adult mentor to every child who wants and needs one. The success of our agency investment strategy was again evident: Local agencies who received technological and financial support from Big Brothers Big Sisters of America accounted for 75% of the total number of children served by the network.

A milestone achievement of 2007 was the completion of an intensive review and planning process generously supported by the Edna McConnell Clark Foundation. The resulting Nationwide Strategic Direction calls for us to shift our focus from the services we provide, to what we achieve for children, families, schools and communities across the country. We will measure success by looking at three dimensions: how many children we serve, how well we serve them and which children we serve. This framework will enable our agencies to deliver the highest quality of services to more children in greatest need.

Another important milestone of 2007 was publication of the large-scale evaluation of our School-Based Mentoring program conducted by Public/Private Ventures. Results show that students with a Big Brother or Big Sister had better academic performance, attitudes and behaviors over the course of a school year than students who did not have a Big. Building on the report's findings, we are creating an Enhanced School-Based Mentoring Model with emphasis on increasing match lengths to sustain the benefits for the youth we serve, in particular, focusing on bridging the summer gap.

Thank you for all you helped us achieve in 2007. Our success is possible only through the generosity and support of our donors and the dedication of our volunteers. With your partnership, we will continue changing how our children grow up in America.

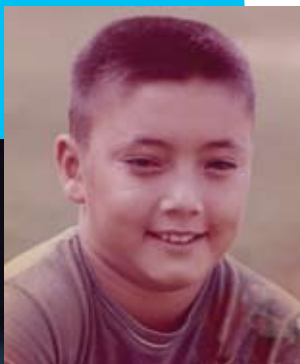

Judy Vredenburgh
President & Chief Executive Officer


Frank Bracken
Chair, National Board of Directors

Huge IMPACT

SUCCESS STORIES FROM ACROSS THE COUNTRY

Dennis



“Those little moments have had a life-altering effect.”

Dennis Brown

Dennis Brown was a quiet child, but at 10 years old, he became rebellious and disinterested in getting to know new people. His mother moved their family to Hawaii from Missouri after she and his father divorced. They struggled in their single-parent household. He had a pattern of acting out when he came to the program, where he became the very first Little Brother in the state of Hawaii.

“I wasn’t too keen about having a Big Brother;” says Dennis. “Like most kids who lose contact with their fathers, I was resentful of anyone trying to take his place.”

His Big Brother Henry won Dennis over because they had so many things in common. Soon they were building model airplanes together and going to the movies, and they would end every outing with dessert! Henry even taught Dennis how to play tennis on courts at the University of Hawaii campus.

Before Henry came into his life, Dennis struggled in school and never considered going to college. Henry showed him he could have a brighter future. According to Dennis, Henry’s strong belief in college and education had the greatest effect on him.

“As a kid, I didn’t realize what an impact the Big Brothers Big Sisters program was having on me,” Dennis says. “I just enjoyed the outings and the friendship. It is only when you get a little older that you realize those little moments have had a life-altering effect on you.”

Henry’s example led Dennis to the Air Force where he also took night classes. Courtesy of the GI Bill, he went on to earn both a bachelor’s and a master’s degree in sociology and urban planning.

It also led him back to where his journey with Henry began—Big Brothers Big Sisters of Honolulu, where more than forty years after his first meeting with Henry, Dennis is now the president and CEO of the same agency.

Delfina Simon

At 12 years old, Delfina was a tough kid headed down the wrong path. She grew up in Brooklyn where she shared a two-bedroom apartment with her parents and five siblings. Her older sisters dropped out of high school, and Delfina felt certain she would not graduate either.

Then Delfina met Ellen, the Big Sister matched with her through Big Brothers Big Sisters of New York City. Ellen, in her clean-cut business suit, exposed Delfina to a new world full of possibilities. Together, they focused on Delfina’s education and, despite a lengthy commute from Staten Island to Mid-Town Manhattan every day to attend high school, Delfina graduated. She then faced a two-hour commute both ways when she attended Brooklyn College. But with Ellen’s support at each step, she did not give up. Delfina was the first person in her family to graduate from both high school and college—and with a 3.0 GPA.

Nearly fifteen years after being matched to Ellen, Delfina is an auditor at Deloitte & Touche LLP and soon to become a certified public accountant. She attributes much of her success to her mentor and Big Sister Ellen.

“Big Brothers Big Sisters helped me become the woman I am today. Especially my mentor, Ellen,” says Delfina. “Through her guidance and support, I was able to accomplish my goals.”

Delfina



Delfina was the first person in her family to graduate from both high school and college.





BIG BROTHERS BIG SISTERS Strategic Direction

Defining Future Success

In 2007, working with our Nationwide Leadership Council and listening to the voices of over 160 agencies, we completed an intensive review and planning process in preparation for Phase 3 (2007-2010) of our long-term Strategic Growth Initiative.

One of the most important responsibilities of non-profit leadership is to decide how success will be defined and for what the organization will be held accountable. For many years, Big Brothers Big Sisters has been a leader in accountability for results, especially for the outcomes we seek for the children we serve. We believe that we can and should build on that leadership position and truly set Big Brothers Big Sisters apart. We want to be known for what we achieve in addition to being the country's leading youth mentoring organization.

What Future Success Looks Like

A shift from “what we do” to “what we achieve”

Big Brothers Big Sisters strives to serve more children with higher quality matches in both core programs, through improved match retention, support to our matches and assessment of the strength of each relationship.

Growth: How many children we serve

We accept responsibility for bringing our life-changing program to the many underserved children who might otherwise “fall through the cracks.”

Quality: How well we serve them

We are a learning organization committed to continually assessing and improving the quality of our programs to achieve positive outcomes for each child we serve. For example, we will enhance our school-based mentoring model and incorporate stronger outcome measures that will track progress in three areas: the ability to develop and maintain effective relationships, academic engagement and achievement, and avoidance of risky behaviors.

Intentionality: Which children we serve

We are committed to an increased intentionality in the services we provide, which means increasingly reaching out to the most vulnerable children who can benefit the most from one-to-one mentoring. We developed a common framework for defining the risk profile of the children we serve and identifying the level of need for a child depending on certain environmental risk factors. We also believe we must continue to develop our success measures in order to ensure we reflect the demographics of our children and volunteers.

Forward Thinking Partners

Big Brothers Big Sisters of America is grateful to the **Edna McConnell Clark Foundation** for their vision and generous grant that enabled us to complete this important process utilizing the services of the leading non-profit consulting firm, the **Bridgespan Group**. We also want to thank **Atlantic Philanthropies** for their far-reaching gift. With the help of these committed, forward-thinking partners, we are implementing our strategic direction nationwide over the next few years.

Nationwide Leadership Council (NLC)

links the Big Brothers Big Sisters network and national office. The NLC is comprised of Big Brothers Big Sisters of America staff, network CEOs and network Board Members. The NLC helps govern Big Brothers Big Sisters by encouraging engagement and communication between agencies; assisting in the development and implementation of nationwide plans, programs and best practices; and focusing on quality performance at the regional level.



Huge IMPACT

SUCCESS STORIES FROM ACROSS THE COUNTRY

Shirley



“She made me feel important at a time when I didn’t feel important.”

Shirley Crawford-Gantt

Shirley was matched with her Big Sister Willarda when she was eight years old through Big Brothers Big Sisters of Central Maryland. Shirley clearly remembers their first meeting—October 22, 1980. She ran out the front door, past her new Big Sister to catch the neighborhood ice cream truck. Shirley was a young bi-racial girl in a predominantly African-American neighborhood and her family had just welcomed a new baby into the house. She was looking for an escape and Willarda, a young doctor who was just finishing her residency, gave her an opportunity to be the main focus in someone’s life.

“She made me feel important at a time when I didn’t feel important,” says Shirley. “She really helped define who I am.”

Willarda taught Shirley all kinds of things—from table manners and proper grammar and language to how to be accepting of people from all walks of life and be the best person she could be.

Now, more than 25 years later, Shirley is an Outreach Coordinator for the very Big Brothers Big Sisters agency that matched her. She has had a hand in matching countless children, speaking with volunteers and funders, telling her powerful and inspiring story and showing what a true impact Big Brothers Big Sisters has had in her life.

“I look at Willarda as being my salvation,” Shirley says. “Her influence is a driving force in my life.”

Seth Cheever

Seth Cheever became the ‘man of the house’ at a very young age. The oldest of four kids, he helped his single mother with the responsibilities of caring for a household. She brought the whole family to Big Brothers Big Sisters of Broward County where they were welcomed with open arms, leaving Seth feeling like he was going to a family function every time they attended an event.

He met his Big Brother David when he was fourteen. David taught him lessons on responsibility that helped Seth both at home and in life. Seth learned how to conquer his fears, how to not take life too seriously, how to make a mistake and how to correct it.

“I was fortunate to meet David when I was at a pivotal point in my life,” says Seth. “I feel I am most indebted to him for his influence in the development of my character.”

Seth is now a Preconstruction Manager for Stiles Construction Company, where he’s held a position since he graduated from Florida A&M University. Coincidentally, says Seth, he earned his diploma there on David’s birthday.

“All of my success has been in great part due to David’s influence in my life,” Seth says.

Seth may have already been the ‘man of the house’ when he met David, but he says that David taught him how to be a *good* man. He is now even a Big Brother himself!

Seth

“I was fortunate to meet David when I was at a pivotal point in my life.”





MAKING A DIFFERENCE in Schools

The Big Brothers Big Sisters School-Based Mentoring Impact Study

In 2007 Public/Private Ventures (P/PV) published a study of Big Brothers Big Sisters' school-based mentoring program, the country's first large-scale, national, random-assignment evaluation of mentoring in schools. The study underscores the positive impact of Big Brothers Big Sisters mentoring in schools, but also provides insights into how we can continue to improve.

According to the study, children with a Big Brother or Big Sister show improved academic performance, a higher percentage of assignments turned in on time, lower rates of truancy and class-skipping, fewer disciplinary problems, and a more positive attitude toward college and the future in general. Specifically, the P/PV study shows that children mentored in schools by Big Brothers Big Sisters:

- **Have significantly higher scholastic efficacy (feel more competent academically)**
- **Are 35% less likely to initiate skipping school**
- **Are 33% less likely to have an unexcused absence**
- **Achieve higher overall academic performance (specifically in science and in oral and written language)**
- **Are 33% less likely to be involved in school misconduct (fighting, being sent to the principal's office or being suspended)**

The conclusion of the P/PV study is clear: Big Brothers Big Sisters' school-based mentoring leads to greater academic engagement and achievement of the children we serve. To further strengthen the program, Big Brothers Big Sisters of America has developed a multi-year plan, anchored in the framework of our network-wide Strategic Direction, to strengthen the relationship between Bigs and Littles during the summer out-of-school months and to continue the match—and positive outcomes—into the next school year. This plan will develop, test and implement an Enhanced School-Based Mentoring Model over the next three years.



Volunteer

RECRUITMENT

Big Brothers Big Sisters needs volunteers from all walks of life. But right now, more than 70% of the children waiting for a mentor are boys, while only three out of every ten inquiries about volunteering come from men. Big Brothers Big Sisters spent 2007 planning, developing and testing materials for the January 2008 launch of the Campaign for Men. The Campaign especially focuses on Hispanic and African-American male volunteer recruitment. Components range from advertising in mainstream media to grassroots efforts in Big Brothers Big Sisters agencies across the country.

Increasing the Number of African-American Male Mentors

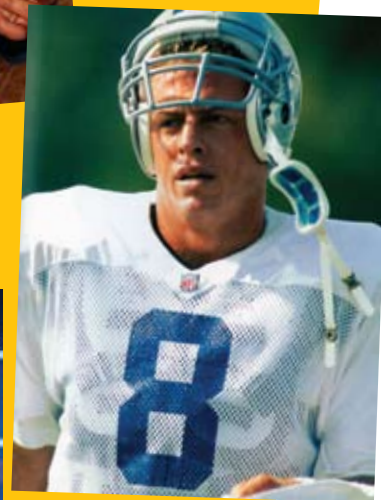
More than 50% of the boys we serve are African-American, while only 15% of our male volunteers are African-American. In an effort to learn how to better reach the African-American male community, Big Brothers Big Sisters commissioned a series of focus groups over several months to gain a better understanding of current attitudes, cultural influences, social values and perceived barriers to being a mentor within the African-American communities. The knowledge gained is being used to design messages, materials and a strategy to increase the participation of African-American men as Big Brothers.

Men in the Media

In 2007, Big Brothers Big Sisters created radio and television advertisements to recruit male volunteers. Celebrities Troy Aikman (National Football League Hall of Famer) and Hill Harper (CSI: NY actor) agreed to participate in our campaign to recruit more male mentors. Fox Sports, where Troy is currently a sportscaster, and CBS, which airs CSI: NY, are donating airtime for these spots in 2008.

Historic Super Bowl First: An In-Game PSA Featuring the Coaches—Real Life Mentor and Mentee

A Big Brothers Big Sisters Public Service Announcement featuring Tony Dungy, head coach of the Indianapolis Colts, and Lovie Smith, the head coach of the Chicago Bears, aired during the 2007 Super Bowl. The PSA issued a call to action encouraging more than 90 million viewers to visit BigBrothersBigSisters.org and volunteer today. These extraordinary role models, the first African-American head coaches to bring their teams to the NFL's biggest game of the year, exemplify the power of mentoring. Dungy gave Smith his first NFL job, and Smith considers Dungy his mentor. Many thanks for making this happen to CBS, CBS Cares, the NFL, the Chicago Bears, the Indianapolis Colts and Big Brothers Big Sisters of New York City.





Learning What Works

Big Brothers Big Sisters of America tested several strategies that were developed by local agencies and were successful at increasing the number of male volunteers in these local areas. The strategies showed similar results in the test cities and were made available to agencies across the country.



This Public Service Announcement developed by Big Brothers Big Sisters of Southwest Idaho uses humor to show that you don't have to change your life to change the life of a child, and resulted in a 42% increase in male volunteer inquiries.

Share a Little Time. Make a Big Difference.

"It's a real fun experience for me. It actually makes me feel like a kid again. Give it a try, become a Big Brother."

- UAS student
- Raven/Beaver from Angoon
- Basketball player
- BIG BROTHER

Adam Arca, Juneau

Call toll free 888-773-2447 www.southeastbigs.org Big Brothers Big Sisters of Southeast Alaska

This ad, created by Big Brothers Big Sisters of Alaska, focuses on the "everyday" person who is also a Big Brother and that people in the community can relate to. The call to action comes from the Big Brother asking others like him to sign up today. This ad resulted in a 104% increase in male volunteers.

**YOU KNOW WHO'D MAKE A GOOD BIG BROTHER?
NO, SERIOUSLY, DO YOU?**

1. CHOOSE
2. TAKE CHAIRS & STAIRS AND TOOLS
3. WEAVE THE SHEDDING BASKETS
4. MAKE THE HOUSE SAFE/FUNCTIONAL
5. CHECK THE BATHS AND TOILET SINKS

YOU'D MAKE A GOOD BIG BROTHER

WEMENTOR.ORG

LEARN HOW TO BE A GOOD BIG BROTHER

Thanks to a partnership with Big Brothers Big Sisters of Greater Miami, Media Max Network donated nearly \$500,000 worth of print ads targeted at recruiting male mentors to Big Brothers Big Sisters. Ads ran in MMN publications including *Golf Digest*, *Wired*, *Gourmet and Home and Garden* magazines. The ads were created by a team at Crispin Porter + Bogusky, the nationally-acclaimed advertising agency currently working on the pro bono campaign.

Special Thank You

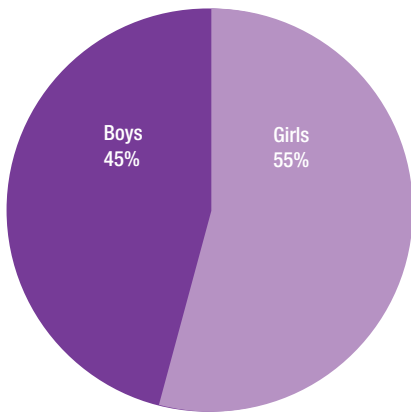
Big Brothers Big Sisters would like to extend a **Special Thank You** to the following partners for their generous support of our male recruitment efforts. With their help, we will continue to increase the number of male Bigs and better meet the needs of vulnerable children across the country.

Bank of America

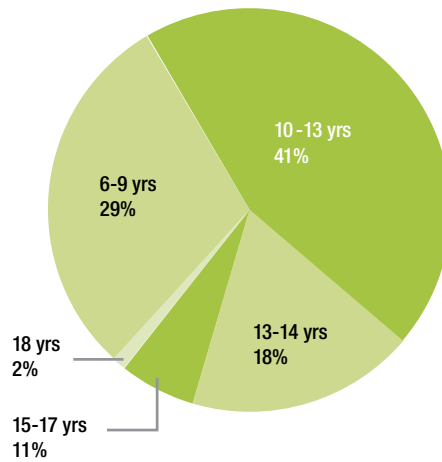
GAP Foundation

Record Number of Children Served

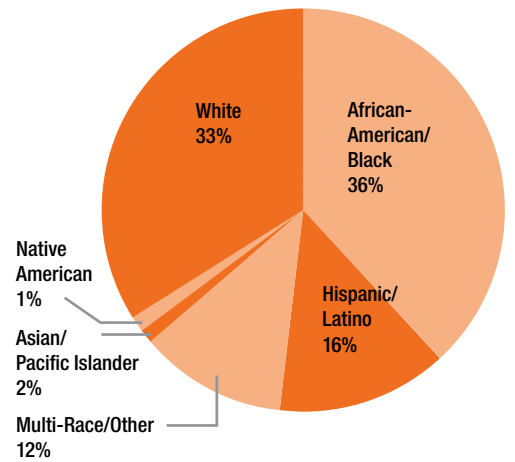
We are pleased to report that the Big Brothers Big Sisters network mentored a total of 254,600 children in 2007, a 6% increase over the previous year. Below are the demographics of the children we served.



Gender



Age



Ethnicity





FOCUS ON Hispanic Mentoring

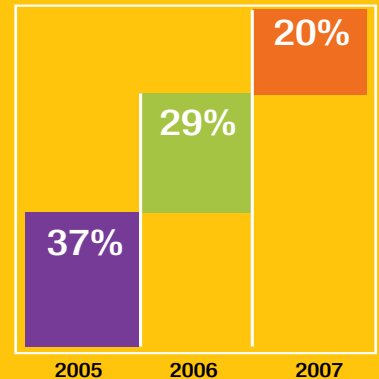
Big Brothers Big Sisters Hispanic Mentoring seeks to have a positive impact on Hispanic children—the fastest growing sector of the population—across the country in ways that enhance their chances for academic and personal success. More than one-third of all Hispanics in the U.S. are under the age of 18. Over one-quarter of Hispanic children under the age of 18 live in poverty and many are the children of immigrants (considered one of the most at-risk groups in the country).

Big Brothers Big Sisters of America supports Hispanic Mentoring throughout our national network in many ways, including resources like the Fotonovela, a community outreach tool that describes our services in both English and Spanish. We also provide program guidance so our agencies can successfully adapt to Hispanic culture and meet the needs of Hispanic children and their families.



With the generous assistance of The Goizueta Foundation, in 2007 the Big Brothers Big Sisters Hispanic Mentoring Leadership Network expanded to 30 agencies. These 30 agencies have intentional Hispanic Mentoring programs and served a total of 17,236 children in 2007, an increase of 20% over the previous year. In total, the Big Brothers Big Sisters network served over 43,000 Hispanic children in both community- and school-based programs in 2007.

The National Office has marshaled considerable support on behalf of Hispanic Mentoring from private-source funding partners, including The Goizueta Foundation, Jack In The Box Foundation and Cargill, Inc. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) of the U.S. Department of Justice has provided substantial funding over the years. In addition, Big Brothers Big Sisters of America has forged strategic relationships with the National Council of La Raza, the Hispanic Scholarship Fund, the Hispanic National Bar Association (HNBA) and the U.S. Hispanic Chamber of Commerce.



Hispanic Mentoring has been extraordinarily successful. The number of Hispanic children served by Big Brothers Big Sisters Hispanic Mentoring grew in our Hispanic Leadership agencies by 37% between 2004 and 2005, and increased by an additional 29% in 2006. The program continues to grow at a strong pace: 20% in 2007, compared to average national match growth of 6.4% in the same period.

“Big Brothers Big Sisters of America is considered a **vital partner** in this effort to highlight the impact of mentoring due to the **strong success** demonstrated by its mentoring program, the large number of communities it is able to reach nationwide and its **solid reputation** as an effective organization.”

Bob Flores, Administrator, Office of Juvenile Justice and Delinquency Prevention, On the OJJDP/HNBA Mentoring Initiative

FOCUS ON

Corporate Partnerships

At Big Brothers Big Sisters, our corporate partners play an integral role in helping us transform the lives of children in America. They support us both financially and strategically, enabling us to grow closer to our goal of providing successful mentoring relationships to all children who want and need them.



Arby's receives Big Brothers Big Sisters' 2007 Corporate Partner of the Year award. Pictured from left to right: Mack Koonce, Executive Vice President and COO of Big Brothers Big Sisters of America; Jeff Penn, Director of Corporate Partnerships of Big Brothers Big Sisters of America; Sharron Barton, Chief Administrative Officer of TRIAC Restaurant Group; Charles Pierson, CEO of Big Brothers Big Sisters of North Texas; Greg Hawkins, Senior Vice President of Community Partnerships Arby's Foundation.

Big Brothers Big Sisters and Arby's Celebrate 20 Successful Years of Partnership!

We are grateful to the Arby's Foundation for their steadfast commitment and support. Our relationship, which began in 1987, is dynamic and multifaceted—and we are delighted to have been selected as their National Corporate Charity.

Over the past two decades, Arby's Foundation has donated almost \$30 million to Big Brothers Big Sisters of America and local Big Brothers Big Sisters agencies across the country. Arby's recruits employees to become Bigs, as well as to serve on both the national and local Big Brothers Big Sisters boards of directors. The Arby's Foundation supports us financially through the Arby's Charity Tour, a series of amateur golf tournaments in 25 cities; restaurant fundraising; community events; and leadership and mentoring grants.

"Arby's is proud to partner with Big Brothers Big Sisters in our mission to Make A Difference One Person At a Time. Through our many partnerships including the Arby's Charity Tour, National Restaurant Fundraiser and our newly launched Make A Difference Grant Program, over \$4.7 million in funding from the Arby's Foundation benefitted over 400 Big Brothers Big Sisters agencies throughout the country including a major grant for "Campaign for Men." On behalf of our customers, our franchisees and the entire Arby's family, we look forward to continuing the mission together."

Greg Hawkins
Senior Vice President of Community Partnerships
Arby's Foundation

We are grateful for the generous support of our Corporate Partners





National Board of Directors

Welcome New Board Members

Brian P. Jackson, executive vice president and chief financial officer of CoBANK; Kate Snow, co-anchor of “Good Morning America Weekend Edition;” and Kevin M. Warren, Chairman, President and CEO of Xerox Canada, were elected to the national board of directors of Big Brothers Big Sisters of America in 2007.



Active in his community, **Brian P. Jackson** is chairman of the board of directors for Big Brothers Big Sisters of Colorado. He serves on the board of the Mile High United Way and CACI Educational Foundation. The Denver-based CoBANK is a cooperative financial institution that provides service to rural American businesses.



Kate Snow, a former Big Sister, was the 2007 Big Brothers Big Sisters national conference emcee. She supports the International Women's Media Foundation, and often speaks to groups about women in the media and media ethics. In addition, she is involved in mentoring programs at her alma maters, Cornell University and Georgetown University.



Kevin M. Warren is on the Diversity Education and Advisory Board of the Executive Leadership Council and was keynote speaker at the Targeted Learning Corporation's Sales Excellence event in 2007. He also is a current member of the Canadian Council of Chief Executive Officers.

Welcome New Board Chair-Elect



We are proud to announce the selection of **Gregory Page** as the Chair-Elect of the Board. Mr. Page joined Big Brothers Big Sisters Board of Directors in 1997. He will officially take his place as Board Chair in January 2009.

Greg is currently president and CEO of Cargill, Inc.

Big Brothers Big Sisters of America National Board of Directors

Frank Bracken (Board Chair)

Former President & COO, Hagggar Clothing Company

Jody Bilney

Chief Marketing Officer, Outback Steakhouse

Donald J. Carty

Vice Chairman & CFO, Dell, Inc.

Richard Georgi

Managing Partner, Grove International Partners

Roger Goodell

Commissioner, National Football League

William “Bill” W. Hanna

Former President, Koch Industries, Inc.

Brian P. Jackson

Executive Vice President & CFO, CoBank

James J. O'Brien

Chairman & CEO, Ashland, Inc.

Gregory Page (Board Chair-Elect)

President & CEO, Cargill, Inc.

Paul Pressler

Former President & CEO, Gap Inc.

Frances Rubacha

Edward B. Rudner

President & CEO, Online Vacation Center

Steven L. Schwartz

President & CEO, Tennis Corporation of America

James F. Singleton

CEO, Singleton Associates

Kate Snow

Co-Anchor Good Morning America, ABC News

Lynn Swann

President, SWANN, Inc.

Robert Taylor

President & CEO, Do It Best Corp.

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Here's looking at you!



Thank You. Big Brother Big Sisters is proud to acknowledge the following individuals and institutional donors for their exceptional generosity in 2007. It is only through their support and commitment that we are able to continue **Changing How Our Children Grow Up in America.**

(Donors are listed at levels that reflect total giving to Big Brothers Big Sisters of America in calendar year 2007, but do not include direct donations to our local affiliates.)



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Big Brothers Big Sisters is grateful for the substantial support provided for our work nationwide by the following Federal agencies in 2007:

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U.S. Department of Health and Human Services/Administration for Children and Families

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Angela Park, LPGA "Rolex Rookie of the Year," proudly wore our logo on both her visor and shirt as she competed and held select events in tournament cities. The events included golf clinics for Bigs and Littles and rounds of golf for Bigs. She donated a contribution of her winnings to the local agency in these tournament cities. In addition, the LPGA has offered to broadcast our Angela Park PSA during the 2008 season.



In 2007, Grammy award winning band, **Los Lonely Boys**, partnered with **Big Brothers Big Sisters** by giving **Little Brothers and Little Sisters** the opportunity to jam with the band on its nationwide tour. First Act, a leader in the musical products industry, provided acoustic guitars to each participating Little.



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We are deeply grateful to those who have generously provided for Big Brothers Big Sisters in their estate planning.

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Big Brothers Big Sisters thanks the many United Way Agencies across America that provide ongoing support for our work in communities everywhere.



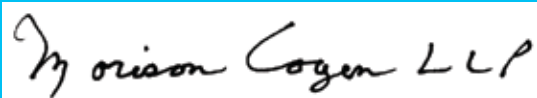
Financial Report 2007

INDEPENDENT AUDITOR'S REPORT

We have audited the accompanying statement of financial position of Big Brothers Big Sisters of America as of December 31, 2007, and the related statements of activities, cash flows, and expenses by functional area for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information has been derived from the Organization's 2006 financial statements and, in our report dated May 8, 2007, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Big Brothers Big Sisters of America at December 31, 2007, and the changes in its net assets and its cash flows for the year ended December 31, 2007 in conformity with accounting principles generally accepted in the United States.



February 12, 2008





Statement of Financial Position 2007

BIG BROTHERS BIG SISTERS OF AMERICA

	<u>2007</u>	<u>2006</u>
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 4,680,447	\$ 5,035,263
Accounts receivable from affiliated agencies (net of allowance for doubtful accounts of \$40,000)	193,534	282,683
Contributions receivable	12,209,027	12,366,347
Investments	2,426,812	2,213,762
Prepaid expenses and other assets	182,244	217,280
	<u>19,692,064</u>	<u>20,115,335</u>
CONTRIBUTIONS RECEIVABLE, LONG TERM	2,074,299	1,470,528
PROPERTY AND EQUIPMENT	519,640	479,715
INVESTMENTS—ENDOWMENT		
Cash and cash equivalents	240,842	231,848
	<u>240,842</u>	<u>231,848</u>
TOTAL ASSETS	<u>\$22,526,845</u>	<u>\$22,297,426</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Grants payable to local agencies	\$ 3,165,752	\$ 3,583,060
Accounts payable and accrued expenses	546,311	236,219
Due to local agencies	53,129	56,038
Deferred revenue	14,601	10,000
	<u>3,779,793</u>	<u>3,885,317</u>
TOTAL LIABILITIES	<u>3,779,793</u>	<u>3,885,317</u>
NET ASSETS		
Unrestricted	4,054,850	5,497,940
Temporarily restricted	14,451,360	12,682,321
Permanently restricted	240,842	231,848
	<u>18,747,052</u>	<u>18,412,109</u>
TOTAL NET ASSETS	<u>18,747,052</u>	<u>18,412,109</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$22,526,845</u>	<u>\$22,297,426</u>

Statement of Activities 2007

BIG BROTHERS BIG SISTERS OF AMERICA

	2007			Total	2006 Total
	Unrestricted	Temporarily Restricted	Permanently Restricted		
PUBLIC SUPPORT AND REVENUES					
Public support					
Contributions and grants	\$ 11,217,106	\$ 9,470,039	\$ -	\$ 20,687,145	\$ 16,802,277
Government funding	-	2,830,000	-	2,830,000	7,410,596
	<u>11,217,106</u>	<u>12,300,039</u>	<u>-</u>	<u>23,517,145</u>	<u>24,212,873</u>
Revenues					
Membership fees	2,890,210	-	-	2,890,210	2,905,185
Investment income	291,849	82,054	8,994	382,897	483,720
Other income	643,956	-	-	643,956	324,958
	<u>3,826,015</u>	<u>82,054</u>	<u>8,994</u>	<u>3,917,063</u>	<u>3,713,863</u>
NET ASSETS RELEASED FROM RESTRICTIONS					
Satisfaction of program restrictions	<u>10,613,054</u>	<u>(10,613,054)</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL PUBLIC SUPPORT AND REVENUES	<u>25,656,175</u>	<u>1,769,039</u>	<u>8,994</u>	<u>27,434,208</u>	<u>27,926,736</u>
EXPENSES					
Program services					
Program development	10,151,038	-	-	10,151,038	9,083,298
Field services	12,083,777	-	-	12,083,777	12,407,086
Member communications	2,310,871	-	-	2,310,871	3,015,824
	<u>24,545,656</u>	<u>-</u>	<u>-</u>	<u>24,545,686</u>	<u>24,506,208</u>
Support services					
Management and general	969,794	-	-	969,794	868,228
Fundraising	1,583,785	-	-	1,583,785	1,769,257
	<u>2,553,579</u>	<u>-</u>	<u>-</u>	<u>2,553,579</u>	<u>2,637,485</u>
TOTAL EXPENSES	<u>27,099,265</u>	<u>-</u>	<u>-</u>	<u>27,099,265</u>	<u>27,143,693</u>
CHANGE IN NET ASSETS	<u>(1,443,090)</u>	<u>1,769,039</u>	<u>8,994</u>	<u>334,943</u>	<u>783,043</u>
NET ASSETS—BEGINNING OF YEAR	<u>5,497,940</u>	<u>12,682,321</u>	<u>231,848</u>	<u>18,412,109</u>	<u>17,629,066</u>
NET ASSETS—END OF YEAR	<u>\$4,054,850</u>	<u>\$14,451,360</u>	<u>\$ 240,842</u>	<u>\$ 18,747,052</u>	<u>\$ 18,412,109</u>



Statement of Cash Flows 2007

BIG BROTHERS BIG SISTERS OF AMERICA

	<u>2007</u>	<u>2006</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 334,943	\$ 783,043
Adjustments to reconcile change in net assets to net cash used in operating activities		
Depreciation	117,862	106,750
Unrealized gain on investments	(213,050)	(197,024)
(Increase) decrease in assets		
Accounts receivable from affiliated agencies	89,149	38,493
Contributions receivable	(446,451)	(4,629,410)
Prepaid expenses and other assets	35,036	5,789
Increase (decrease) in liabilities		
Grants payable to local agencies	(417,308)	(459,725)
Accounts payable and accrued expenses	(310,092)	(542,062)
Due to local agencies	(2,909)	(1,853)
Deferred revenue	(4,601)	(5,050)
Net cash used in operating activities	<u>(188,035)</u>	<u>(4,901,049)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Capital expenditures	(157,787)	(102,473)
Purchase of investments	-	(2,016,738)
Net cash used in investing activities	<u>(157,787)</u>	<u>(2,119,211)</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS	(345,822)	(7,020,260)
CASH AND CASH EQUIVALENTS—BEGINNING OF YEAR	<u>5,267,111</u>	<u>12,287,371</u>
CASH AND CASH EQUIVALENTS—END OF YEAR	<u>\$4,921,289</u>	<u>\$5,267,111</u>



Statement of Expenses by Functional Area 2007

BIG BROTHERS BIG SISTERS OF AMERICA

	2007				
	PROGRAM SERVICES				SUPPORT
	Program Development	Field Services	Member Communications	Total Program Services	Management and General
Salaries and related expenses	\$2,541,609	\$2,737,849	\$1,303,507	\$6,582,965	\$300,000
Grants to local agencies	5,168,410	7,752,614	-	12,921,024	-
Professional services	1,305,129	66,259	543,223	1,914,611	359,134
Telephone, postage and shipping	82,704	89,090	42,416	214,210	9,762
Occupancy and maintenance	290,263	312,674	148,866	751,803	34,261
Printing, publications and promotion	88,142	94,948	45,205	228,295	10,404
Conferences, travel and events	531,532	876,034	154,186	1,561,752	239,324
Insurance	79,292	85,414	40,667	205,373	9,359
Leases	25,980	27,986	13,324	67,290	3,067
Depreciation	37,977	40,909	19,477	98,363	4,483
TOTAL EXPENSES	\$10,151,038	\$12,083,777	\$2,310,871	\$24,545,686	\$969,794
EXPENSE RATIOS				90.6%	3.6%



SERVICES

Fundraising	Total Support Services	Total Expenses	2006 Total Expenses
\$1,004,961	\$1,304,961	\$7,887,926	\$ 7,123,223
-	-	12,921,024	3,421,702
209,169	568,303	2,482,914	3,175,483
32,702	42,464	256,674	267,949
114,771	149,032	900,835	814,530
34,852	45,256	273,551	305,680
130,691	370,015	1,931,767	1,555,797
31,350	40,709	246,082	291,891
10,273	13,340	80,630	80,688
15,016	19,499	117,862	106,750
\$1,583,785	\$2,553,579	\$27,099,265	\$ 27,143,693
5.8%	9.4%	100.0%	



2007 Bigs of the Year

National Big Brother and Big Sister of the Year

The National Big Brother of the Year, Charles Matthews of Louisville, Kentucky, and Big Sister of the Year, Crystal Rivera of Lorain, Ohio, were honored in a private meeting in the Oval Office with President George W. Bush on September 24, 2007.

Charles Matthews, a retired executive of General Electric, has been mentoring his Little Brother Rico for nearly five years. When they were matched, Rico was in fifth grade, having difficulty in school and frequently getting into trouble. Now 15, Rico is on the honor roll and looking ahead to college. Much of the turnaround in Rico's life has been credited to his match with Matthews, who signed up with the organization after being impressed by the commitment of other Big Brothers Big Sisters volunteers.

Crystal Rivera and her Little Sister Ariana have been matched for three years despite two significant obstacles: Ariana's household does not have a phone and her mother does not speak English, while Crystal does not speak Spanish. Ariana's mother, who is raising eight children on her own, approached Big Brothers Big Sisters because she wanted Ariana to have some extra one-to-one attention. They set up a system in which Crystal picks up Ariana at the same time each Saturday. Three years after being matched with Crystal, Ariana is on the honor roll and no longer getting into fights at school.



Honored at a Private Meeting with President George W. Bush. Pictured left to right: Big Sister of the Year Crystal Rivera, Little Sister Ariana, President George W. Bush, Big Brother of the Year Charles Matthews, and Little Brother Rico.

"I thought I just wasn't smart enough for school," said Rico, now an honors student going into his sophomore year in high school with dreams of college. "But Mr. Matthews showed me the way. Now I want to go to Wake Forest Medical School like Mr. Matthews' son."



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Our Vision: We seek to provide successful mentoring relationships for all children who need and want them, contributing to better schools, brighter futures and stronger communities for all.



**Big Brothers Big Sisters
of America**

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