

Our Stories

2018 ANNUAL REPORT — July 1, 2017 - June 30, 2018

A YEAR OF TRANSFORMATION

This year was driven by our five-year strategic plan, **Bigger Impact 2022**. We are making BIG changes to the infrastructure supporting our network of agencies, focusing on improvements in technology, training, and branding.

Led by a task force of leaders from small, medium, and large agencies across the country and executed by our marketing and branding firm, Barkley, our Brand Transformation process started with intensive research. We launched the new brand internally in June 2018 at our National Conference and to the public in October 2018. The new brand has reinvigorated our message and our mission.



Big Brothers
Big Sisters

Little Sister Chyna

THE FUTURE LOOKS BIG



Potential lives within every child. Yet more than 8.5 million children in our country are still in need of someone who will stand in their corner. So we have sharpened our focus, reimagined how we do things, and modernized how we look and talk.

We are the new Big Brothers Big Sisters. We are here to defend every kid's potential. We are ready to build the biggest possible future, together.

GUIDED BY RESEARCH

In November 2017, our brand transformation began. The team from Barkley, led by the Affiliate Marketing Task Force and Micheal Lawrence, CEO of BBBS of Kansas City, strategized and gathered data. Barkley conducted surveys, facilitated focus groups, and spent hours and hours interviewing our most important stakeholders: Bigs, Littles, parents, staff, and board members.

We learned a lot, and our new branding reflects our findings. But perhaps the most important insight that came out of our research was one we knew all along: You do not need to create potential, you just need to defend it. With research in hand and this powerful truth guiding our way, we converged around our new rallying cry: **TOGETHER, WE ARE DEFENDERS OF POTENTIAL.**

5

Months of digging deep into the data

48

Agency leaders from around the country assembled for intensive branding workshops

80

Interviews with Bigs, Littles, match support specialists, board members, donors, and guardians

THE INITIAL REVEAL

Before sharing our new logo, colors, and messaging with the public, we revealed it at the National Conference in June 2018. When the logo was first unfurled on a black flag at the front of the stage, the Marching Falcons, a youth marching band from Kansas City, provided the suspenseful drum roll and fueled the celebration. With resounding approval and infectious excitement from agency representatives from across the country, we were ready to keep pushing in preparation for the nationwide launch.

MOVING FORWARD AS DEFENDERS

On October 1, 2018, we shared our new look and reinvigorated mission with the nation. Collectively, as a powerful, energized network, we transformed our social media feeds, updated our websites, made new apparel, and celebrated as one.

As we move into a new era for our organization, we feel confident that our new brand will help us recruit more Bigs and garner more financial support. We are ready to more effectively and powerfully stand up as Defenders of Potential.



The Marching Falcons' logo reveal performance



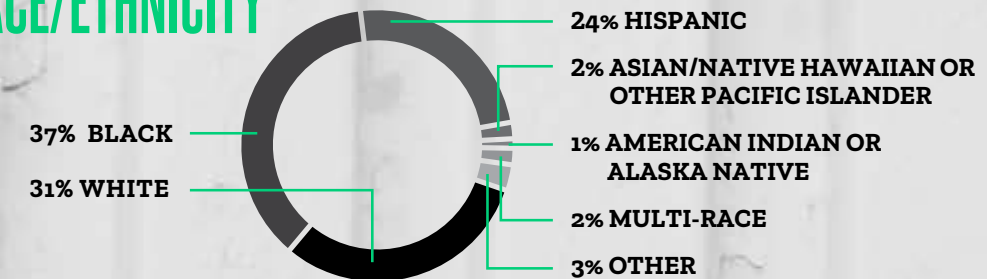
YEAR IN REVIEW

150,438 MATCHES SUPPORTED THIS YEAR

OUR LITTLES

55% FEMALE **45%** MALE
AVERAGE AGE **12.8** YEARS OLD

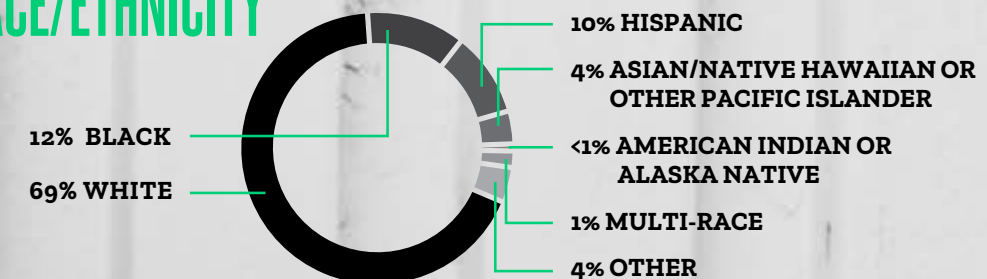
RACE/ETHNICITY



OUR BIGS

62% FEMALE **38%** MALE
AVERAGE AGE **33.9** YEARS OLD

RACE/ETHNICITY



MATCH STATS

1.3 MILLION
MATCH SUPPORT CONTACTS

Match Support Contacts are moments when professional staff check in with a Big, Little, or parent/guardian to strengthen the relationship.

COMMUNITY-BASED matches lasted an average of

30.5 MONTHS

SITE-BASED matches lasted an average of

17.2 MONTHS

Big Brother Dave
Little Brother Sean



Big Brother Murray
Little Brother Jolen
BBBS Services, Inc. (Winston-Salem, NC)

BIG BROTHER OF THE YEAR 2018

MURRAY MILLER became a Big Brother because he wanted to change one boy's life. For 20 years, he spent hours each week volunteering with incarcerated men, helping them earn their GEDs, but he had a nagging feeling that he needed to do something focused on helping just one young man avoid the justice system entirely. He signed up to be a Big Brother and was matched with Little Brother Jolen. Six years later, Murray was named the 2018 Big Brother of the Year.

Little Brother Jolen's mom signed him up to be a Little when Jolen was just 6 years old. Due to a shortage of male volunteers, Big Brothers Big Sisters Services, in Winston-Salem, North Carolina, had to keep him on a waiting list for three years before they were able to match him with a Big. Finding the right match was important, because Jolen's mentor would have a big job ahead of him — help keep Jolen on the right path. Jolen's father had been incarcerated since Jolen was an infant, and his mom wanted to be sure Jolen wouldn't follow in his footsteps. "Mr. Miller has been that positive male role model that I'd hoped Jolen would have when I first decided to enroll him in Big Brothers Big Sisters," Jolen's mom says. "I wanted him to see and know men who were educated, weren't committing crimes, and who cared about faith and community."

Every chance he gets, Murray talks to Jolen about his future. He introduces him to members of his fraternity, Omega Psi Phi. He brings him to Wake Forest football games and events at college campuses, and as they walk the grounds or sit in the stands, he talks to Jolen about what it would take to succeed in college. "I said, 'there's nothing stopping you from going to a college like this,'" Murray says.

Now, Jolen is on the path to reaching his potential. He plays varsity football, loves checking out art museums with his Big Brother, and is certain that he is headed to college.

Jolen says he may even go into the military after he graduates college because he wants to follow in the footsteps of his Big Brother.

"MR. MILLER IS A GREAT ROLE MODEL, AN EXCELLENT LEADER, AND HE PUSHES ME TO BE BETTER IN LIFE."

Little Brother Jolen



BIG SISTER OF THE YEAR 2018



Big Sister Myra
Little Sister Saleen
BBBS of Broward County

MYRA CAMINO first met her Little Sister, Saleen, when Saleen was just 6 years old and struggling to cope with the sudden loss of her father. Myra visited Saleen each week at school to play a game with her or help her with a project.

Myra and Saleen grew close right away, and Myra began to notice something troubling: Saleen had a bald spot. She was pulling out her hair, her eyebrows, her eyelashes. "I spoke to my match support specialist, and I knew I had to do something to help her," Myra says. "I decided to help her create a memory book. I thought it would give her the opportunity to use her creativity to talk about her father and to relieve some of that stress."

They did a lot of crying that first year of their match and they worked through a lot of feelings. Over time, Saleen began to cope in healthy ways. She stopped pulling out her hair. "With Myra by her side, my Saleen began to find her voice again and to build her confidence," Saleen's mom says.

A few years into their match, Myra was diagnosed with breast cancer. She dreaded having to tell Saleen. "This little girl had already experienced such a big loss in her life," she says. "I didn't want to contribute any more anxiety." She and her match support specialist told Saleen together.

Myra went through months of treatments. She was vulnerable to infection, so there were stretches of time when she couldn't see Saleen. Instead, they called each other and sent cards. "Myra was so committed and strong for my daughter at a time when she honestly didn't have to be," Saleen's mom says.

Recently, Myra's doctors pronounced her "NED," or "No Evidence of Disease." She is back to seeing Saleen regularly. As Big Brothers Big Sisters of America's National Big Sister of the Year, Myra is looking forward to celebrating her five-year match anniversary with her Little Sister and continuing to teach her lessons that will inspire and empower her potential.

**"WITH MYRA BY HER SIDE, MY SALEEN BEGAN TO FIND
HER VOICE AGAIN AND TO BUILD HER CONFIDENCE."**

Saleen's Mom



SCHOOL-TO-WORK

BBBS of Miami

For busy professionals, it can be challenging to make time for mentoring. To solve this problem and recruit more volunteers, BBBS of Miami invested in a program called School-to-Work. In 2006, they began working with companies to recruit employees to become Bigs and to create mentoring opportunities during the workday. Today, they have grown the number of companies participating in the Miami area to 59.

One of their most successful School-to-Work programs takes place at Greenberg Traurig, an international law firm. Through this program, Big Brother Matt, Senior Chairman of Greenberg Traurig, was matched with Little Brother Fritz, a friendly, open, young man who has a lot of ambition and has overcome a lot of challenges in life already.

“Fritz wanted to learn more about the world, not only the business side, but also travel and have experiences that he had not had,” Matt says. “His time at Greenberg Traurig opened up things that he had never experienced and

really had never seen or known about. We spent a lot of time talking about how I grew up, got educated, traveled, and my business experience over the years. We also talked quite a lot about Fritz’s goals, his education, and what he needed to do to go to college.”

Fritz and Matt spent time together one-on-one for a half day once a month. Professional staff from BBBS of Miami arrange transportation, facilitate career workshops, and support the one-on-one relationships.

Matt feels confident that Fritz will reach his goals of working as a nurse or medical tech and getting involved in the real estate

“FRITZ CAN ACCOMPLISH
WHAT HE SETS HIS MIND TO.”

Big Brother Matt

business, like his Big Brother. “I am very proud of his initiative in both regards,” Matt says. “He is currently enrolled in college and working two jobs on the side in pursuit of both goals.”



SPORTS BUDDIES

BBBS of Colorado

Big Brothers Big Sisters agencies across the country are constantly working on the goal of recruiting more male mentors. Nationwide, only 38% of our Bigs are male, even though 61% of the youth on our waiting lists are boys.

In 2000, BBBS of Colorado started an innovative program to recruit more male mentors: Sports Buddies. The idea was that Bigs and Littles would spend 2-4 hours two Saturdays a month doing a sports-related activity organized by BBBS of Colorado.

When Big Brother Kadir, a Salesforce system administrator, became a permanent resident of the United States, he decided right away that he wanted to give back to his community. He signed up for Sports Buddies, and, in 2009, he was matched with Little Brother Remy.

Remy’s mom wanted her son to have a Big because she knew that, with his dad living out of state, he needed a male role model nearby. “As a single mom, I can’t do all I need to do for Remy,” she says. “I knew he needed a mentor in his life that could show him what I couldn’t show him.”

Remy and Kadir attended University of Colorado football games, Denver Nuggets basketball games, and rugby matches. They started doing Crossfit workouts together. Sports gave them a reason to get together, and their personalities gave them a reason to stay matched for more than nine years.

“He’s a nerd, I’m a nerd, so it works,” Kadir says. He remembers sitting at a Glendale rugby game, talking to Remy about genetics. “What if you spliced the genes of a tiger with a lion? Is that how you make a liger?” Remy wondered out loud. They have been discussing science fiction, fantasy, technology, and life now for almost a decade, and their relationship has made a big difference for Remy.

“AS LONG AS I AM DEDICATING MYSELF
ENOUGH, I WILL BE SUCCESSFUL.”

Little Brother Remy

Now, Little Brother Remy studies business at Colorado Western University, which awarded him a football scholarship. He is taking as many courses as possible his freshman year to prepare for a sophomore year with a more demanding football schedule.

“Kadir had a huge influence on him, as far as growing into a man,” Remy’s mom says. “Without Big Brothers Big Sisters, without that kind of support, I have no idea where in the world my son would be today. But I do know that today, my son is an amazing young man.”

Kadir and Remy are not alone – in 2017, 88% of BBBS of Colorado’s Sports Buddies volunteers were men, allowing the agency to make matches for boys like Remy on the agency’s waiting list.



FEDERAL GRANTS

THOUSANDS OF MATCHES
ARE CREATED WITH
FEDERAL GRANT FUNDS

Big Brothers Big Sisters of America manages federal grants from the Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) and passes those funds through to 64 agencies across the country.

IN OUR MOST RECENT OJJDP GRANT REPORTING PERIOD, OUR AGENCIES SERVED:

4,688 YOUTH

89.4% 99.9%

of youth increased social competence

of youth who had been previously involved with the juvenile justice system did not commit another crime



BBBS OF TAMPA BAY was able to match Big Sister Jenny with Little Sister Nevaeh because of OJJDP grant funding. Nevaeh is 6 years old, and she lives in a busy house with four other kids – her two siblings and her caregiver's two children. Her caregiver knew she needed individual attention, so she signed her up to become a Little Sister. "Since there's so many people in the house, it's important for Nevaeh to have one-on-one time with someone, so she knows she's important," Nevaeh's caregiver says.

To work on Nevaeh's concentration and comprehension, Big Sister Jenny reads with Nevaeh at the library, and to encourage her to keep moving forward, she has taken her to the local rock-climbing gym.

At their first rock-climbing class, Little Sister Nevaeh wasn't intimidated by the size of the wall or wary of the other climbers nearby. "She wouldn't stop until she got to the top," Big Sister Jenny says. As she grows older, Jenny will be there to ensure that attitude keeps her focused on her future.



TRAUMA-INFORMED CARE

After spending years in foster care, Little Sister Jennifer began living with her mom again. It was a tough transition, and her mom knew Jennifer needed someone else in her corner. She signed Jennifer up to become a Little Sister through Big Brothers Big Sisters of Central Arizona, and that decision changed the entire trajectory of Jennifer's life.

"Early on in childhood, I experienced repeated trauma and frequent instability due to caregiver mental illness and growing up in a family struggling with poverty," Jennifer says.

Research shows that traumatic events experienced in childhood, including parental separation or divorce; domestic violence; parental mental illness; emotional or physical neglect; and physical, emotional, or sexual abuse, can affect how the brain develops. Researchers call these traumatic events "ACEs" — Adverse Childhood Experiences.

As a result of her exposure to ACEs, Jennifer struggled with severe anxiety when faced with unfamiliar situations. She had an especially hard time meeting new people and going to new places. She says she spent a lot of time stuck at home.

Like Jennifer, a lot of American kids grow up experiencing traumatic events. Being exposed to trauma is incredibly common, and we believe that with the proper support and training, Bigs can play a key role in helping their Littles heal from trauma.



Jennifer's Big Sister was Michelle, who was patient and consistent. "I would stare out the window during our long car rides, lost in thought," Jennifer says. "I struggled to come up with something that seemed worthy of breaking the silence. But Michelle never pushed. She asked questions about school, my home life, hobbies, likes and dislikes, and gave me all the time I needed to open up."

Now, 18 years after they first became Big Sister and Little Sister, Jennifer and Michelle are still close. Michelle encouraged Jennifer to embrace all that college had to offer, coached her through the decision to study abroad in France, and attended her wedding as an honored guest. They consider one another family.

Over the past two years, Big Brothers Big Sisters of America has prioritized trauma-informed care training for Bigs and staff. In 2017, nearly 500 BBBS staff members participated in an in-person workshop on trauma-informed care. Working with the nonprofit organization Futures Without Violence and with funding from the S.D. Bechtel, Jr. Foundation, Big Brothers Big Sisters of America developed an interactive, online training for volunteer Bigs, which will be available through our learning management system. This training highlights the prevalence of childhood exposure to violence and trauma, and teaches how caring adults can help mitigate those effects and help youth develop resilience.

60%

of youth in America were exposed to violence or victimization in the past year¹

26%

of children in the U.S. will witness or experience a traumatic event before they turn four years old²

70%

of adults in the U.S. have experienced some type of traumatic event at least once in their lives³

¹ojp.gov/programs/cevh.htm ²recognizetrauma.org/statistics.php ³sidran.org/resources/for-survivors-and-loved-ones/post-traumatic-stress-disorder-fact-sheet/

TRAINING OPPORTUNITIES FOR AGENCY LEADERS & STAFF

Big Brothers Big Sisters of America's Strategic Plan, **Bigger Impact 2022**, prioritized training for agency leaders and staff, so during the last fiscal year, we launched dozens of new training opportunities.

As part of the LGBTQ Youth Mentoring Enhancement Initiative funded by the Altria Group, we provided training to agency staff on topics related to LGBTQ awareness and inclusivity. Across 20 pilot sites, 544 staff completed an intensive training session on LGBTQ foundations/awareness, risks, issues, and best practices for creating inclusive programs. Pilot sites used this information to develop local trainings, resulting in 1,763 Bigs trained. Additionally, through in-person and online trainings, 195 agency staff from across the network participated in LGBTQ awareness training.

We also convened five in-person trainings, which brought more than 400 agency staff and leaders together in Salt Lake City, Buffalo, Dallas, Milwaukee, and Louisville.

Another key strategy for providing more training was developing a new online learning management system, which launched in April. This new learning platform, The Learning Exchange, was built on Cornerstone OnDemand and allows us to provide mission-critical training to staff and volunteers, and to share trainings with parents and members of the community.

The Learning Exchange's webinars, weekly audio series, and skill-based trainings are mobile-friendly and will be fully compatible with our new match management system.

Most importantly, having a cutting-edge learning management system helps ensure that the knowledge gained throughout our network can be shared with colleagues around the country and used to create more supported, meaningful mentoring relationships.

50,000+

Course Completions Since April 2018

13,658

Active Users in The Learning Exchange

60,000

Total Logins Since April 2018 (between April 2-November 30)

(Volunteer User Licensing supported by the Cornerstone Foundation.)

40 NEW ONLINE TRAINING OPPORTUNITIES LAUNCHED SINCE APRIL 2018, INCLUDING:

- › LGBTQ Mentoring Enhancements
- › New Board Training
- › Collective Impact Forum
- › Excel Everest
- › Bigs in Blue Webinar
- › Q&A: A BBBSA Audio Training Series
- › The Learning Exchange Tutorials
- › Your Child's Personal Safety (Pilot)
- › Introduction to Trauma-Informed Care for Bigs (Pilot)

Funded by the FCA Foundation and the Fidelity Charitable Trustees' Initiative

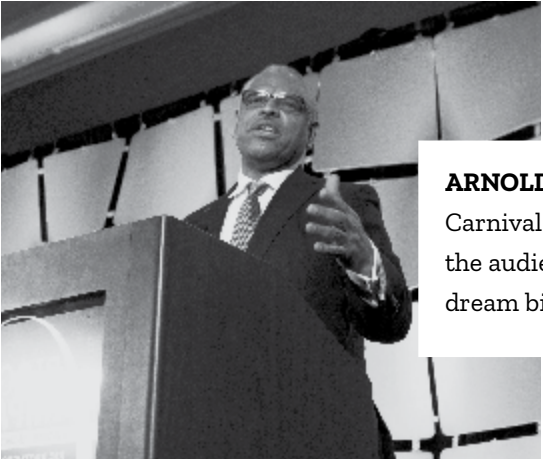
COURSES LAUNCHING IN 2019:

- › Introduction Trauma-Informed Care for Volunteers
- › Introduction to Trauma-Informed Care for Professional Staff
- › LGBTQ Awareness Course
- › Introduction to the Standards of Practice*
- › The Standards of Practice Training Series*
- › Introduction to the Service Delivery Model*
- › Cultural Competency in Mentoring
- › New CEO Orientation
- › New Volunteer Pre-Match Training
- › New Fundamentals of Youth Protection

*Updated for New Standards adopted by the Network in 2018.

Funded by the S.D. Bechtel, Jr. Foundation, the FCA Foundation, and the Fidelity Charitable Trustees' Initiative.

In St. Louis, Missouri, nearly 1,000 agency leaders, corporate and community partners, and mentoring experts came together to share knowledge, celebrate achievements, and learn new ways to serve America’s youth.



ARNOLD DONALD, CEO of Carnival Cruise Lines, asked the audience to constantly dream bigger.



JOHN O’LEARY, Big Brother, speaker, and best-selling author, attributed his success to his mentors, including legendary baseball broadcaster Jack Buck.

The administrator of the Department of Justice’s Office of Juvenile Justice and Delinquency Prevention (OJJDP), **CAREN HARP**, emphasized the importance of evidence-based mentoring in making sure youth stay out of the juvenile justice system.



BBBS of Eastern Missouri CEO Becky James-Hatter welcomed attendees to St. Louis, and the agency hosted an outdoor reception in the Grand Center Arts District. They opened the doors to their historic building, which had been the site of Woolworth counter sit-in demonstrations during the Civil Rights era, and hosted attendees for a jazz event in their offices and rooftop event space, ANEW.



ALAN BERNON, former National and local Board Member, received the Charles G. Berwind Lifetime Achievement Award for his dedication to the Big Brothers Big Sisters mission.

AGENCY & BOARD OF THE YEAR

There are 257 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.

Small-Mid Agency Alliance Agency of the Year
Big Brothers Big Sisters of Southern Minnesota

Mid-Large Agency Alliance Agency of the Year
Big Brothers Big Sisters of Central Indiana

Large Agency Alliance Agency of the Year
Big Brothers Big Sisters of Eastern Missouri

Small-Mid Agency Alliance Board of the Year
Big Brothers Big Sisters of Snohomish County

Mid-Large Agency Alliance Board of the Year
Big Brothers Big Sisters of the Midlands

Large Agency Alliance Board of the Year
Big Brothers Big Sisters of the Sun Coast

CORPORATE & INDIVIDUAL AWARDS

Each year, we honor the exceptional corporate and community partners and individuals who champion our mission and empower potential throughout the country.

President’s Award
S.D. Bechtel, Jr. Foundation

Charles G. Berwind Lifetime Achievement Award
Alan J. Bernon

Community Impact Award
Federated Insurance

Common Good Award
Gary Moore

PINNACLE AWARDS

Growing the number of Littles matched with Bigs and empowering those relationships requires training, strategic thinking, and dedication.

Agencies that meet or exceed specific criteria related to the length and quality of Big-Little matches and the financial growth of the agency for at least two consecutive years are honored with the Pinnacle Award.

In 2018, **BBBS of Metro Milwaukee** received its third consecutive Pinnacle Award. Their Technology-Enhanced Mentoring Program has given the agency more opportunities for funding and recruitment, and has provided the community a way to boost graduation rates and college and career readiness.

2017 PINNACLE AWARD WINNERS

BBBS of Metro Milwaukee
3 Consecutive Pinnacle awards

BBBS of Northeast Iowa
2 Consecutive Pinnacle awards

BBBS of Utah
2 Consecutive Pinnacle awards

BBBS of the Midlands
2 Consecutive Pinnacle awards

Heart of Illinois BBBS

BBBS of Hampden County

BBBS of East Tennessee

BBBS of Central Indiana

BBBS of Southern Minnesota

TOGETHER,

WE ARE

DEFENDERS

OF POTENTIAL

50 STATES 256 AGENCIES

ALABAMA Greater Birmingham / North Alabama / Northeast Alabama / South Alabama / The Shoals / West Alabama / **ALASKA** Alaska / **ARIZONA** Central Arizona / Flagstaff / Southern Arizona / Yavapai / **ARKANSAS** Central Arkansas / Northwest Arkansas / **CALIFORNIA** Catholic Big Brothers Big Sisters of Los Angeles / Central California / El Dorado County / Greater Los Angeles / Greater Sacramento Area / Jewish Association of Los Angeles County / Nevada County / Orange County / San Diego County / San Luis Obispo County / Santa Barbara County / Santa Cruz County / The Bay Area / The Desert / The North Coast / Ventura County / **COLORADO** Colorado / Southwest Colorado / **CONNECTICUT** Nutmeg / Southwestern Connecticut / **DELAWARE** Delaware / **FLORIDA** Big Bend / Broward County / Central Florida / Miami / Northeast Florida / Northwest Florida / Palm Beach & Martin Counties / St. Johns County / St. Lucie, Indian River & Okeechobee Counties / Sun Coast / Tampa Bay / **GEORGIA** Chattahoochee Valley / Heart Of Georgia / Metro Atlanta / Northwest Georgia Mountains / **HAWAII** Hawaii / **IDAHO** Southwest Idaho / **ILLINOIS** Central Illinois / Heart of Illinois / Illinois Capital Region / McHenry County / Metropolitan Chicago / Mid-Illinois / Richland County / Southwestern Illinois / West Central Illinois / Will & Grundy Counties / **INDIANA** Bartholomew County / Central Indiana / East Central Indiana / Elkhart County / Greater Lafayette / Jefferson County / Northeast Indiana / St. Joseph County / South Central Indiana / Southeast Indiana / Southwestern Indiana / The Wabash Valley / **IOWA** Cedar Rapids & East Central Iowa / Central Iowa / Heart of Iowa / Johnson County /

Mississippi Valley / Muscatine County / Northeast Iowa / Siouxland / **KANSAS** Finney & Kearny Counties / Kansas / Salina / **KENTUCKY** Kentuckiana / South Central Kentucky / The Bluegrass / **LOUISIANA** Acadiana/ Southwest Louisiana / **MAINE** Bath/Brunswick / Mid-Maine / Southern Maine / **MARYLAND** Big Brothers Big Sisters at the Y / Eastern Shore / Washington County, Maryland / **MASSACHUSETTS** Big Sister Association of Greater Boston / Central Mass/Metrowest / Franklin County / Hampden County / Hampshire County / Jewish Big Brothers Big Sisters of Greater Boston / Massachusetts Bay / **MICHIGAN** A Community of Caring / Flint & Genesee County / Great Lakes Bay Region / Jackson County / Lakeshore / Livingston County / Lower West Michigan / Marquette & Alger Counties / Metropolitan Detroit / Michigan Capital Region / Mid-Michigan / Northwestern Michigan / The Bay Area / Washtenaw County / Western Upper Peninsula / **MINNESOTA** Central Minnesota / Greater Twin Cities / Southern Minnesota / **MISSISSIPPI** Mississippi / **MISSOURI** Central Missouri / Eastern Missouri / Jasper & Newton Counties / Jefferson City / Kansas City / The Ozarks / **MONTANA** Butte-Silver Bow / Flathead County / Gallatin County / Helena & Great Falls / Missoula / Park & Sweet Grass Counties / Yellowstone County / **NEBRASKA** Central Nebraska / Lincoln / The Midlands / **NEVADA** Northern Nevada / Southern Nevada / **NEW HAMPSHIRE** New Hampshire / **NEW JERSEY** Atlantic & Cape May Counties / Cumberland & Salem Counties / Essex, Hudson and Union Counties / Mercer County / Monmouth and Middlesex Counties / Northern New Jersey / Ocean County / **NEW MEXICO** Central New Mexico / Mountain Region / Southeastern New Mexico / **NEW YORK** Capital Region / Erie, Niagara & The Southern Tier / Family Services of Westchester / Greater Rochester / Long Island / New York City / One To One / Onondaga County / Orange County / Rockland County / Southern Adirondacks / **NORTH CAROLINA** BBBS Services / Central Carolinas / The Central Piedmont / The Triangle / Western North

Carolina / **NORTH DAKOTA** The Village Family Service Center / **OHIO** Butler County / Central Ohio / Fairfield County / Greater Cincinnati / Jewish Big Brothers Big Sisters Association / Licking & Perry Counties / Lorain County / Mahoning Valley / Miami Valley / Northwestern Ohio / Portage County / Shelby & Darke County / Summit, Medina & Stark Counties / West Central Ohio / Zanesville / **OKLAHOMA** Oklahoma / **OREGON** Central Oregon / Columbia Northwest / **PENNSYLVANIA** Beaver County / Berks County / Blair County / Bucks County / Capital Region / Centre County / Family Services of NW PA / Greater Pittsburgh / Independence / Jefferson, Elk & McKean Counties / Lackawanna, Susquehanna, Wayne, & Pike Counties / Laurel Region / Lehigh Valley / The Bridge / The Twin Tiers / York & Adams Counties / **RHODE ISLAND** Rhode Island / **SOUTH CAROLINA** Carolina Youth Development Center / Greater Columbia / The Upstate / **SOUTH DAKOTA** The Black Hills / Sioux Empire / **TENNESSEE** Clarksville / East Tennessee / Greater Chattanooga / Mid-South / Middle Tennessee / **TEXAS** Central Texas / El Paso / Gulf Coast / Hereford / Lone Star / Lubbock / Permian Basin / South Texas / Texas Panhandle / **UTAH** Utah / **VERMONT** Vermont / **VIRGINIA** BBBS Services / Central Blue Ridge / Central Virginia / Danville Area / Greater Fredricksburg / Harrisonburg-Rockingham County / Northwest Virginia / Southwest Virginia / **WASHINGTON** Inland Northwest / Island County / Puget Sound / Snohomish County / Southwest Washington / **WASHINGTON, D.C.** National Capital Area / **WEST VIRGINIA** Tri-State / **WISCONSIN** Central Wisconsin / Dane County / Fond du Lac County / Fox Valley Region / Green County / Manitowoc County / Metro Milwaukee / Northeast Wisconsin / Northcentral Wisconsin / Northwestern Wisconsin / Ozaukee County / Racine & Kenosha Counties / Sheboygan County / South Central Wisconsin / The 7 Rivers Region / Washington County / **WYOMING** Greater Wyoming / Northwest Wyoming

Little Brother Cushmeer



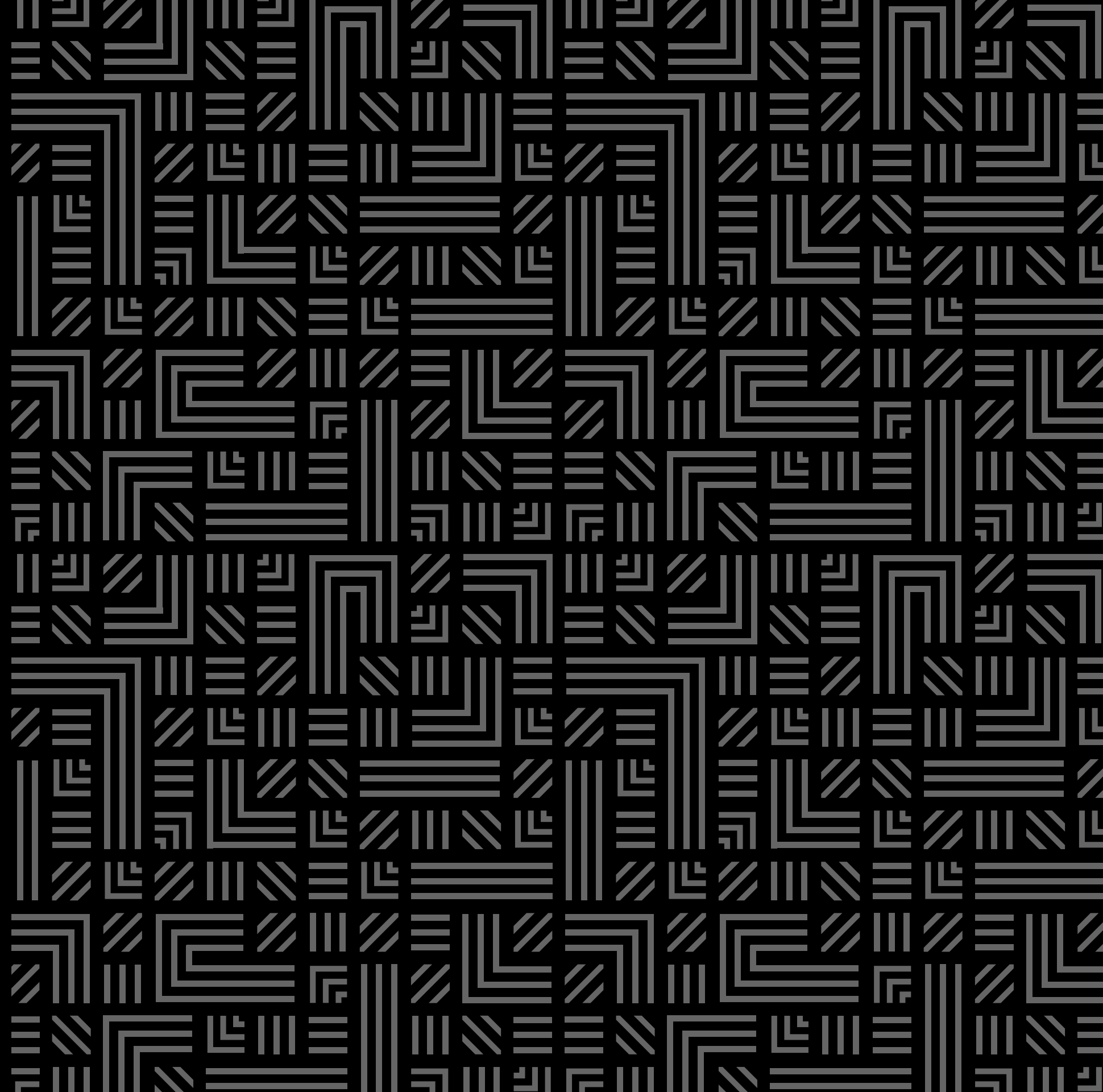
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Tampa, FL 33607

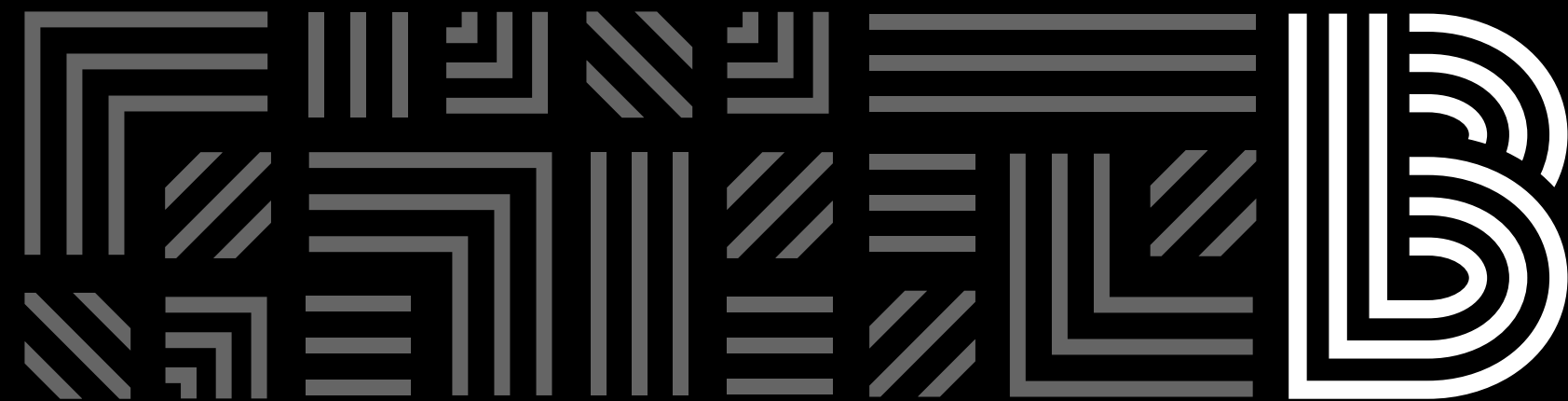
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bigbrothersbigsisters.org

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Corporation

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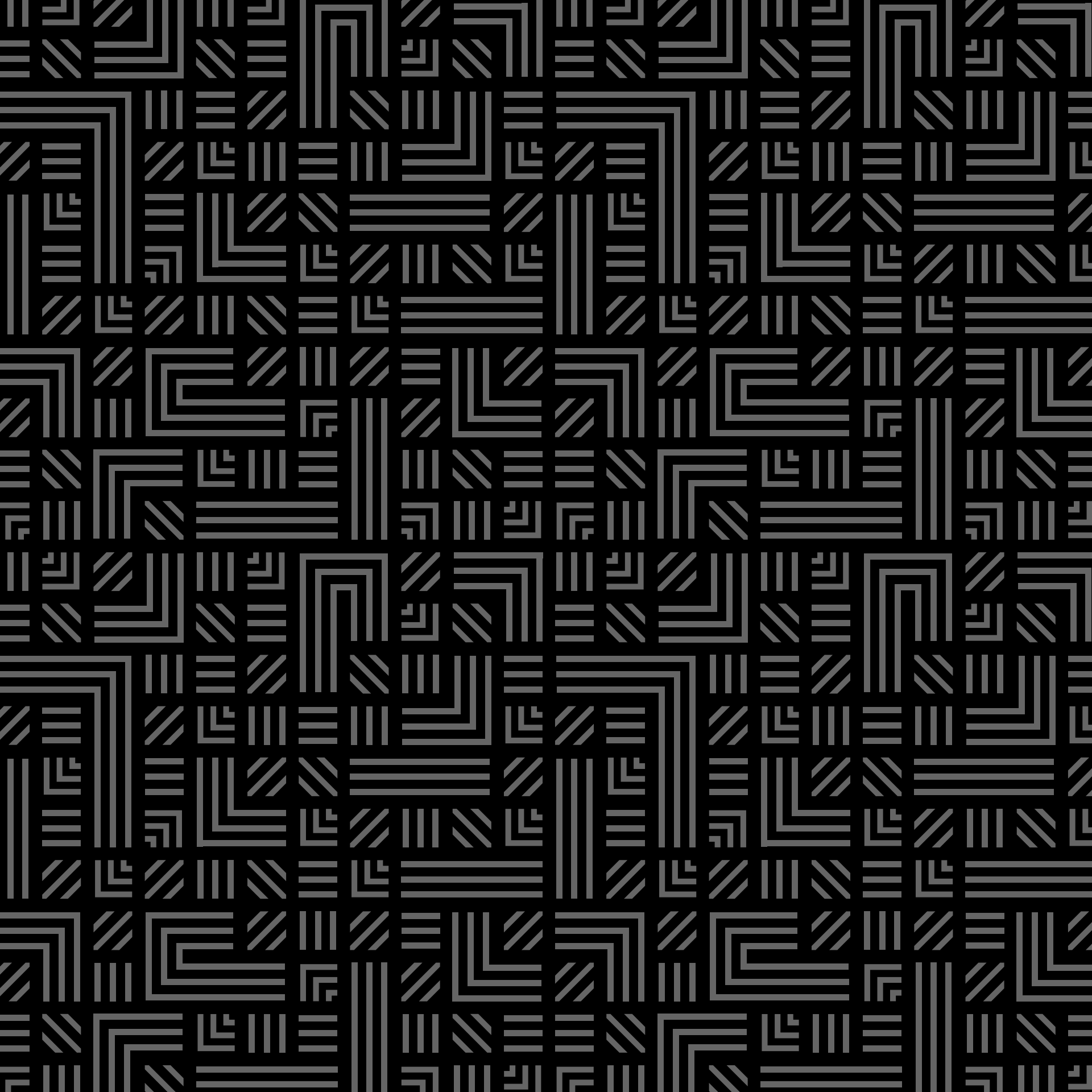




Big Brothers Big Sisters.
OF AMERICA

Organization Updates

2018 ANNUAL REPORT — July 1, 2017 - June 30, 2018



Little Brother Anawat

LEADERS FURTHERING OUR MISSION

The National Board of Directors is committed to building infrastructure for all of our Big Brothers Big Sisters agencies, so they can be best positioned for growth, both in the number of children served, and in the impact we have on every young person we serve.

During this past fiscal year, we have made strong progress in three of the strategic priorities our agencies have asked us to invest in for the future.

The first is the building of our new match management system, Matchforce, which will replace our antiquated database. With Matchforce, we will track every match across the country, providing invaluable data on outcomes and ensuring compliance with our high standards. The new system has been built and is scheduled to go live in February 2019.

The second has been the exciting rollout of our rebranding. Throughout the past year, we worked with the Affiliate Marketing Task Force and the marketing firm Barkley on our brand transformation, which we revealed to the network at our National

Conference in St. Louis. We are already seeing how this rebranding is reinvigorating our mission.

The third area of investment has been training. Through our new online learning management system, The Learning Exchange, and a host of regional and national trainings, we have provided better training to ensure all staff have the information and skills they need to effectively serve youth and create sustainable agencies.

The National Board is committed to supporting our agencies throughout the country as they innovate, engage, strengthen, and grow. On behalf of the Board of Directors, I want to thank all who bring the mission of Big Brothers Big Sisters to life.



Kenneth A. Burdick,
National Board Chair
Chief Executive Officer
WellCare Health Plans, Inc.

NATIONAL BOARD OF DIRECTORS

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			PAM IORIO President & CEO Big Brothers Big Sisters of America



Ken Burdick
and Pam Iorio

During our National Conference in St. Louis this past June, a marching band from Kansas City came into the ballroom to announce the unveiling of our new logo and new brand. As the young people marched and danced to the drumbeat, I looked across the room at our agency leaders and staff. These are the people who work hard every day to make matches between Bigs and Littles and to carefully support each mentoring relationship for the best possible outcomes. Their enthusiasm for the new look and language was apparent. We were embarking on a new era for Big Brothers Big Sisters, and the excitement from that day has continued.

All of us see potential in every child. Many times, that potential is encouraged and ignited, but not always. Sometimes, a young person's potential can become harder to realize as they navigate difficult circumstances and face obstacles. If a young person drops out of high school, becomes addicted to drugs, or enters the criminal justice system, their potential may never be realized.

It is the role of all of us to help our young people be their best selves. When someone steps up to become a Big Brother or a Big Sister, they, together with the families of the Littles and our staff, are igniting potential in our youth. That is why our work is so important and meaningful.

Our Annual Report highlights the progress we have made in Fiscal Year 2017 (July 1, 2017 – June 30, 2018). This progress has been made possible by our National Board and staff, agency leaders and staff, local boards, and volunteer Bigs. It is fueled by generous support from the individuals, corporations, foundations, and government agencies listed in this report. Thank you for your support.



Pam Iorio
President & CEO
Big Brothers Big Sisters of America

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TIM MIDKIFF Chief Financial Officer		DANIELLE LONG Director, Finance
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JULIE NOVAK Vice President, Youth Protection	MANDY BISCEGLIA Director, Affiliate Support	J. CHRISTIE WILSON Director, Training

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OUR OUTCOMES

Big Brothers Big Sisters' mentoring programs have endured for over a century because our model of matching one adult with one youth and supporting that relationship creates positive change. We know it works because we see youth overcoming challenges and working to reach their potential. We know it works because we carefully track youth outcomes year after year.

At the start of every match, Big Brothers Big Sisters staff members survey Littles about their current beliefs, behaviors, and achievements. This tool is called the "Youth Outcomes Survey," and it helps agencies understand what a Big and Little can work on over the next year. When staff re-administer the survey after a Little has been matched for a year, staff compare those results with the pre-match results to see what progress has been made.



AFTER AT LEAST A YEAR OF MENTORING



90% of Littles report having a **special adult** in their lives, which is associated with improvements in school performance and mental health, as well as decreased delinquency.

92% of Littles maintained or improved their **confidence** in doing school work. Researchers often see increases in scholastic competence before improvements in grades.

92% of Littles plan to graduate high school and college. Mentoring has been linked to higher **educational and vocational aspirations**, which have been shown to predict long-term school performance and standardized test scores.

84% of Littles sustained or improved their **grades**. Higher grades are linked to high school graduation rates.



88% of Littles report feeling they have a more understanding and respectful relationship with their parent or guardian. Strong **parental relationships** have been associated with improved grades and attendance and reduced substance use.

97% of Littles report maintaining or improving their **attitudes towards risky behaviors**. How a child feels about others their age engaging in certain risky behaviors such as using tobacco, skipping school, or hitting someone is associated with actual negative behaviors and violence.

93% of Littles maintained or improved their sense of belonging by peers or feeling socially accepted. Mentoring can help facilitate peer relationships and **social acceptance**, which have been linked to a range of positive outcomes, including school achievement, improved conduct, and a lower likelihood of dropping out.

POWERFUL DATA

In 2017, 100% of youth enrolled in our Community-Based programs showed improvement or maintenance in at least three outcomes areas after at least one year of mentoring. Collectively, youth enrolled in both our Community-Based and Site-Based programs improved in all seven outcome areas.

This data also helps Big Brothers Big Sisters agencies take a deep look at their programs and see the difference they are making for youth in their communities. In 2017, when we were crafting our five-year strategic plan, Bigger Impact 2022, agencies said they needed even more data. Our Research and Evaluation team worked with experts in the field to revise our tools and pilot a new Youth Outcomes Survey and Child Outcomes Survey (for younger Littles) in 2016-2018. In 2019, these updated tools will be in use throughout the network.

In addition to the existing constructs (shown in the stats to the left), the new Youth Outcomes Survey also measures:

Bullying

Life satisfaction

(including mood/happiness and depressive symptoms)

Social-emotional learning concepts

(including goal-setting and emotion regulation)

Special interests and hobbies

Presence of a special adult

(including the role that person plays in the child's life – a teacher, a Big, etc.)

Risky behaviors and juvenile justice involvement

(including actual behavior – previous YOS measured attitude about behavior)

Future plans

(including college, military, work)



FOUNDATION AND CORPORATE GRANTS

\$1,000,000+

Altria Group
S.D. Bechtel, Jr. Foundation

\$500,000-\$749,999

Comcast Foundation

\$250,000-\$499,999

FCA Foundation
Fidelity Charitable Trustees’ Initiative
WellCare Community Foundation

\$100,000-\$249,999

Bank of America Charitable Foundation
University of Illinois at Chicago

\$50,000-\$99,999

The Annie E. Casey Foundation
Tyson Foods, Inc.

IN-KIND SUPPORT

Comcast NBCUniversal

We appreciate the in-kind gift totaling \$3.68 million to both our agencies 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 to cover our rent.

ALEX AND ANI | CHARITY BY DESIGN

Barkley
Centene Corporation
ChappellRoberts
CliftonLarsonAllen, LLP
Dial Soap
Hill Impact
Opportunity Bean
Mentos
Reed Smith, LLP
St. Louis Cardinals

GIFTS

\$3,000,000+

Greg Page

\$500,000-\$749,999

Carol and Alan J. Bernon
Family Charitable Foundation

\$250,000 - \$499,999

CST Brands, Inc.
Neora
Thrivent Mutual Funds

\$100,000-\$249,999

Ken and Betsy Burdick
Centene Corporation
CrossAmerica Partners Foundation
Earth and Humanity Foundation

\$50,000-\$99,999

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The Lawrence W. Fagg Trust
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Harvey Schwartz and Annie Hubbard *in honor of Emily Chen Carrera*

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\$25,000-\$49,999

Emily Chen Carrera and Christopher J. Carrera

CEC Entertainment Concepts, L.P.

Commonfund Asset Management Company, Inc.

Florida Blue Foundation
Kenneth Cole

\$10,000-\$24,999

Beacon Roofing Supply, Inc.
Leonard Bernstein
CliftonLarsonAllen, LLP
Great American Insurance Company
Pam Iorio
The Portmann Family Charitable Fund
The Spurlino Family Foundation
The 250 Club

Traction Sales and Marketing, Inc.

Vinik Family Foundation

\$5,000-\$9,999

Aibtikar Foundation
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Aana Camp

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The GEO Group Foundation Inc.

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John Moriarty and Associates, Inc.

Norbord

Payless Shoe Source

Steven L. Schwartz
Shepard Exposition Services

Sherwin-Williams Company
Sunnyside Corporation

TAMKO Building Products
Don and Virginia Wolf

Charitable Foundation, Inc.

\$2,500-\$4,999

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Tim Byars
Catalina Marketing Charitable Foundation

Jacob Chacko

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Datasource

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Donor Perfect Software

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Jane Freres

Roy Galloway

Gesture

GigSalad

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Got Residuals, Inc.

Great Game of Business

Greater Giving

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Jitasa

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Governor Bob Martinez

Tana McClain

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O’Brien Family Foundation

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Qgiv, Inc.

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Texas Sportswear

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Mark Zilner

\$1,000-\$2,499

Lou, Charles, Jean, and Mary Angelo *in memory of Mark Angelo*
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Atrium Windows and Doors, Inc.

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Richard Ball

Morreen Bayles

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Tyler Grisham

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Cindy Hafenbrack

Kurt Hanson

The Hillman Group

Joe Hoban

Hyland Family Foundation

Immortals, LLC

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Intertape Polymer Group *in memory of Patrick J. Kercher*

IOWA ACAC

Daniel Isom

The Jaffe Family Foundation

JP Morgan Chase Foundation

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Yury Katfev

Ravi Katragadda

Delores Kennerly

Joanna Knobler

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Kevin Latek
Martha Lathrop

Elizabeth Lillianfeld

Linda Lindsey

Darren Ludwig

Derek Luh

Andrew Luhrmann

Andrew Malcolm

Lena Malik

Linda D. Marcelli *in honor of Pam Iorio*

Kim Masone

Ninan Mathew

Theresa and Glenn McCarty

Thomas and Olivia McDonough *in honor of Ken Burdick*

Linda Meeh

Meek Foundation

The Mibro Group

Jason Milde *in memory of Anthony Zanfini*

Milwaukee Electric Tool

Jacob Molaro

Arthur G. Mollenhauer *in honor of Pam Iorio and Julie Novak*

Zoe Morris

Hussein Nasreddine

Keely Nations

NFL Foundation

Dat Nguyen

The Eric and Joan Norgaard Charitable Trust *in memory of Eric and Joan*

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Novu, Inc.

NYC SEFA

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Plaskolite, LLC

David Price

PrimeSource

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Bryan Purdy

Jo Rambo

Dexter Randazzo

Marina Rezk

Kevin Rodgers *in memory of Barbad Bidarian*

Kevin Rodgers

Dr. Jay and Ann McKeel Ross

Beverly Ross

in memory of her mother

Raj Sahoo

Sarah Saltzberg

Christine Sanders

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Raymond Scheuerman

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The Jeffrey I. Simons Charity Foundation

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Mr. and Mrs. James C. Wilborn

Don Wilkinson

Eric Yan

Mark Zelasko

Jonathan T. Zimmerman

\$500-\$999

Adams Mfg. Corp.

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Lou Antico

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Steven J. Beckman

Jonathan Bennis

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Leigh F. Bugbee Jr.
Shawn Bullock

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C.H. Robinson Company

Paula Caccosa

Bill and Linda Carter

Michael Casey

CDW Corporation - Employee Giving

Channellock, Inc.

Tracie Chapman

Kevin Christensen

Dawn Fleming and Tom Clifford

John Colodny

Caroline Conlan

Craig Connolly

Barrett Counts

A

CORPORATE & FOUNDATION PARTNERS

We are thankful for all of our foundation and corporate partners. Here are a few that went above and beyond in fiscal year 2017.



THE ALTRIA GROUP

For more than 20 years, Altria's tobacco companies have invested in programs and overall capacity-building efforts that promote positive youth development and help prevent youth from engaging in risky behaviors, including underage tobacco use. We have been fortunate to work with Altria to support these mutual goals and have received close to \$40 million over the past two decades to expand our one-to-one mentoring programs within their priority communities and beyond.

This year, Altria funding enabled us to continue participating in their Success360° program, which encourages agencies to work with other local youth-serving organizations to address the needs of Littles and their families. Altria has also helped us to further develop our Technology-Enhanced Mentoring programs, which are designed to help high school students prepare for postsecondary success, and helped us to expand our LGBTQ initiative, which helps agencies ensure their programs are inclusive.



COMCAST NBCUNIVERSAL AND THE COMCAST FOUNDATION

Each year, more than 400 Comcast NBCUniversal employees donate thousands of volunteer hours to mentor youth in the country's largest workplace mentoring program: Beyond School Walls, which is now in its 10th year. More than 1,000 Littles have participated in the Comcast Beyond School Walls mentoring program, with an average match length of nearly two years. Littles meet at Comcast NBCUniversal offices regularly during the school year for one-to-one mentoring sessions with their Bigs, Comcast employees. Youth learn about digital inclusion, technology, career preparation, and the skills needed to be successful in the workplace.

Big Brothers Big Sisters of America has partnered with Comcast NBCUniversal since 2008, and Comcast NBCUniversal is the featured sponsor of the Big Brothers Big Sisters of America Bigs of the Year awards. This honor is given each year to a Big Brother and Big Sister who have made an extraordinary impact in the lives of their Littles.

Comcast NBCUniversal has also involved many agencies in its national day of philanthropy, Comcast Cares Day, and the company's donation of tens of millions of dollars' worth of airtime for public service announcements has helped us reach even more people and encourage them to become mentors.



S.D. BECHTEL, JR. FOUNDATION

A primary funder of our year-long strategic planning process, the S.D. Bechtel, Jr. Foundation also became the first foundation to invest in the initiatives outlined in our strategic plan, **Bigger Impact 2022**. Their investment in our new learning management system (The Learning Exchange), our new match management system (MatchforceSM), enhanced agency and volunteer training, agency peer-to-peer coaching, agency sustainability, local board and fund development training, and trauma-informed care training has strengthened the Big Brothers Big Sisters network.



FIDELITY CHARITABLE TRUSTEES' INITIATIVE

Fidelity Charitable Trustees' Initiative this year helped build our new learning management system, The Learning Exchange. More than 17,000 volunteers and staff members are now able to access trainings on the new system. Through The Learning Exchange, agencies can assign and share courses with staff and volunteers, run customized reports on course completion, and collaborate with their peers around specific topics in community groups. The Learning Exchange allows the entire Big Brothers Big Sisters network to share knowledge, build on best practices, and learn new skills in order to serve more youth with high quality mentoring relationships.



FOUNDATION

FCA FOUNDATION

Our new partnership with the FCA Foundation, the charitable arm of North America automaker FCA US LLC, was instrumental in launching The Learning Exchange, our new online learning management system, and ensuring program staff and agency leaders across the country could access in-person learning opportunities. Twenty-four agencies received funds to send at least one staff member each to a 2017 Regional Training and the 2018 National Conference.



THRIVENT MUTUAL FUNDS

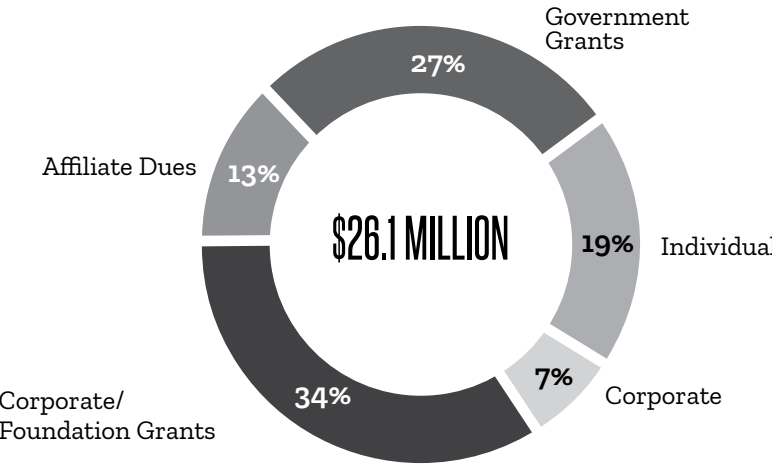
Thrivent Mutual Funds became a National Bowl For Kids' Sake sponsor in 2018, supporting the largest peer-to-peer fundraising campaign of any youth serving organization. Thrivent Mutual Funds supported agencies in Birmingham, Alabama; Atlanta, Georgia; St. Paul, Minnesota; San Antonio, Texas; Albuquerque, New Mexico; and Tampa, Florida, and helped them raise over \$830,000. Of the funds raised from Bowl For Kids' Sake, 100% stays in local communities. Nationwide, Bowl for Kids' Sake raised over \$22,000,000 in 2018.



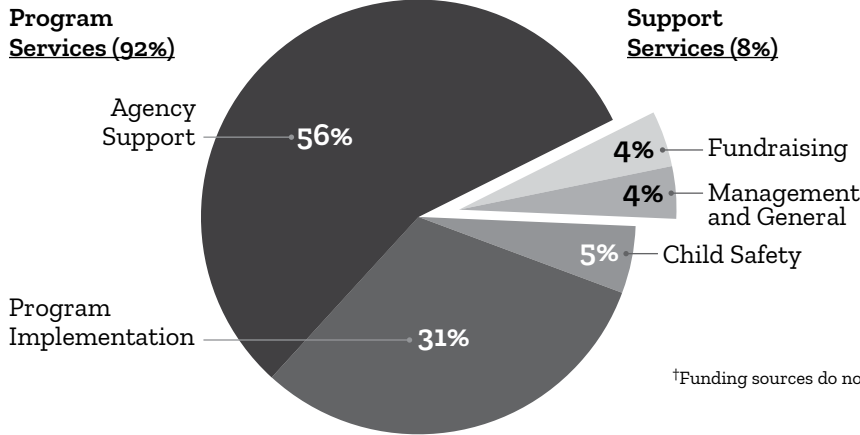
2018 FINANCIAL STEWARDSHIP

We provide training, technology, governance, branding, marketing, partnerships, collaboration, and leadership to support the agencies in our Federation.

FUNDING SOURCES[†]



EXPENSES



[†]Funding sources do not include in-kind.

STATEMENT OF FINANCIAL POSITION

	2018	2017
Assets		
Cash and cash equivalents	\$ 2,456,943	\$ 5,447,815
Accounts receivable	316,471	366,271
Contributions receivable	5,642,525	4,345,068
Prepaid expenses and other assets	163,787	139,428
Property and equipment	52,802	41,171
Investments	6,019,747	2,097,351
Beneficial interest in trust	60,772	8,316
Endowment investment	<u>3,164,232</u>	<u>282,182</u>
Total Assets	\$ 17,877,279	\$ 12,727,602
Liabilities		
Notes payable	\$ —	\$ —
Grants payable to local agencies	4,984,850	5,125,973
Deferred revenue	909,992	910,312
Accounts payable & accrued expenses	<u>1,380,280</u>	<u>778,671</u>
Total Liabilities	\$ 7,275,122	\$ 6,814,956
Net Assets		
Unrestricted		
Undesignated	\$ 3,323,397	\$ 3,364,584
Board designated	100,000	100,000
Temporarily restricted	6,899,030	2,168,332
Permanently restricted	<u>279,730</u>	<u>279,730</u>
Total Net Assets	\$10,602,157	\$ 5,912,646
Total Liabilities and Net Assets	<u>\$ 17,877,279</u>	<u>\$ 12,727,602</u>

\$12.2 MILLION

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

2018 STATEMENT OF ACTIVITIES

2018 STATEMENT OF ACTIVITIES	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Public Support and Revenue				
Public support				
Contributions and grants	\$ 7,989,964	\$ 12,834,591	\$ —	\$ 20,824,555
Government funding	<u>7,003,035</u>	<u>—</u>	<u>—</u>	<u>7,003,035</u>
	14,992,999	12,834,591	—	27,827,590
Revenues				
Memberships	3,440,727	—	—	3,440,727
Investment income	(17,975)	—	—	(17,973)
Other income	<u>628,970</u>	<u>—</u>	<u>—</u>	<u>628,970</u>
	4,051,724	—	—	4,051,724
Net assets released from restrictions				
Satisfaction of program restrictions	<u>8,103,893</u>	<u>(8,103,893)</u>	<u>—</u>	<u>—</u>
Total Public Support and Revenue	\$ 27,148,616	\$ 4,730,698	—	\$ 31,879,314
Expenses^{**}				
Program services				
Program implementation	\$ 8,364,186	\$ —	\$ —	\$ 8,364,186
Agency support/services/technology	15,430,766	—	—	15,430,766
Child safety/standards/compliance	<u>1,306,986</u>	<u>—</u>	<u>—</u>	<u>1,306,986</u>
	25,101,938	—	—	25,101,938
Support Services				
Management and general	967,977	—	—	967,977
Fundraising	<u>1,119,888</u>	<u>—</u>	<u>—</u>	<u>1,119,888</u>
Total support services	2,087,865	—	—	2,087,865
Total Expenses	\$ 27,189,803	\$ —	\$ —	\$ 27,189,803
Change in Net Assets	(41,187)	4,730,698	—	4,689,511
Net Assets, beginning of year	<u>3,464,584</u>	<u>2,168,332</u>	<u>279,730</u>	<u>5,912,646</u>
Net Assets, end of year	<u>\$ 3,423,397</u>	<u>\$ 6,899,030</u>	<u>\$ 279,730</u>	<u>\$ 10,602,157</u>

^{*}The 2018 financial overview is a summary of the June 30, 2018, 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 2018 (July 1, 2017-June 30, 2018). The full audit is available on our website.

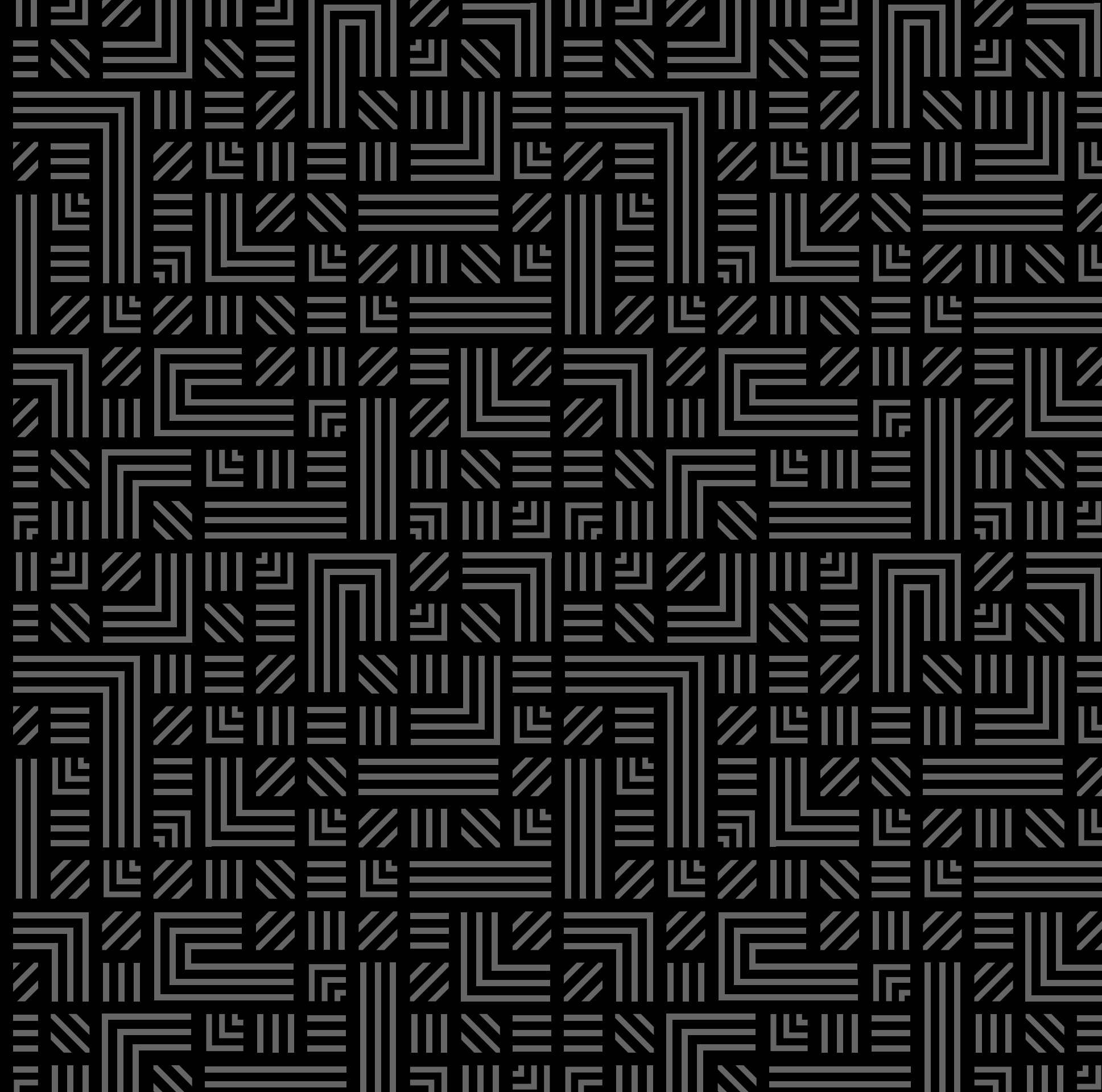
^{*}In-kind services included in expenses: \$4.8M program services

Little Sister Shenia



CENTENE[®]
Corporation

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





SERVING
AMERICA'S YOUTH
SINCE 1904