



ANNUAL REPORT OF THE PRESIDENT/CEO
March 11, 2019 – March 12, 2020
242 AGENCIES NATIONWIDE



OVERVIEW:

Big Brothers Big Sisters of Rockland County helps children who have the odds stacked against them. BBBS creates and supports strong and caring relationships between an adult volunteer (Big) and a child (Little). Our unique model of one-to-one mentoring together with its wraparound social service/counseling and referral system has a direct and lasting effect on the lives of young people. Volunteers in the BBBS mentoring program meet with their Littles at least 4 times per month for a minimum of one year. The average BBBS match relationship lasts more than 3 years but can continue for up to eleven years.

BBBS matches children facing adversity with rigorously screened adult volunteers in relationships designed to expand horizons and change the trajectory of children's lives. Though the children we serve come from all walks of life, they have one thing in common - they each need and want a mentor. Of the children in our program 69% live in a single-parent home, 70% live in poverty, and/or have an incarcerated family member.



MENTORING PROGRAM SYNOPSIS:

For 114 years, our 1 – 1 mentoring model has been to match one youth with one adult volunteer in a long-term mentoring relationship. In all of our programs, our trained staff carefully screen our adult mentors (“Bigs”) and thoughtfully match them with youth (“Littles”). In our Community-Based Mentoring Program, Bigs and Littles do activities together in the community. They might attend a sporting event, grab pizza, do an art project, or visit a museum. In our Site-Based Mentoring Program, Bigs and Littles meet at Dominican College and the Haverstraw Community Center.

There are BBBS Affiliates in all 50 states and each affiliate is required to utilize the technological infrastructure that underpins case management which in turn, adheres to national standards that support programmatic quality and operational excellence. Online training is mandated for compliance via an agreement to be part of the BBBS Federation and carry the BBBS brand. Compliance with the Federation’s Standards of Practice for mentoring is reviewed via monthly reporting and an annual audit. While our mentoring services are free to families, there is a cost to our professionally supported matches, including costs for interviewing the volunteer, checking references, enrolling the Little, creating an optimal match based on personality and interests, and supporting the match by connecting with the Little, the Big, and the

parent on a consistent basis to offer ideas to strengthen the relationship and troubleshoot problems.

We are required to have funding to cover not only the matching process, but also volunteer recruitment, local office administration, youth outcomes analysis, and volunteer and staff training. The minimal amount of funding needed via the Agreement is \$200,000 annually and our organization achieves that via grants, fundraising and private donations.

NATIONAL AND STATE BBBS MENTORING CITATIONS:

For the second time the BBBS Mentoring Program was cited as a Prevention Factor in the Colorado University (Brookings Institute) “Blue Prints for Prevention of Youth Violence.”

New legislation came into effect on April 1st, 2007 and signified that mentoring is now a New York State officially sanctioned youth service program predicated by the past NYS Governor George Pataki who on August 17, 2006, signed the Safe Mentoring Act into law. In addition, during 2007 an issue of The Chronicle of Philanthropy stated that the BBBS Mentoring Programs was one of "a new cadre of charities charting a course for rapid expansion". A Big Brothers Big Sisters review received top placement on the cover and a substantial feature article inside. All this in addition to the December, 2003 issue of Forbes magazine which stated that the Big Brothers Big Sisters Mentoring Program was one of only ten national nonprofits singled out on a “gold-star lists” from its annual survey of 200 large charities. Public/Private Ventures (a national study center) randomly assigned 1,139 nine- to sixteen-year-old students in either a treatment group that received mentoring or a control group that did not receive mentoring. They followed the students for 1.5 school years. The outcomes that the researchers measured fell into three broad categories: school-related performance and attitudes, problem behaviors, and social and personal well-being. At the end of the first school year, compared to the control group, mentored youth performed better academically, had more positive perceptions of their own academic abilities, and were more likely to report having a “special adult” in their lives

SUMMARY:

Big Brothers Big Sisters of Rockland County is the acknowledged leader in building professionally supported, dynamic relationships which unite children with committed volunteers on a one to one basis, transforming their lives, enriching families, communities and society. Our work is as elementary as putting a friend into a child’s life and as essential as putting hope into a child’s future. As the premier mentoring program nationwide and within the community, BBBS has a vision to develop the resources, environment and mechanisms to provide caring adults for every child that needs one. To achieve our vision, we continue to build upon a century long history of commitment to excellence and of valuing all individuals, respecting their efforts, abilities and differences together with, a greater understanding and insight than ever before regarding our community needs.

ACCOUNTABILITY:

When a volunteer mentor (“Big”) is matched with a mentee (“Little”), a relationship starts to form. As with all relationships, time builds a bond; trust develops, and the impact becomes more significant. A Little sees his or her Big as someone to talk to about problems and fears, goals and dreams. Someone who cares about the science test grade and helps work through the argument; a person who introduces new experiences and a role model who has high expectations and believes they can be met.

We partner with parents, guardians, volunteers and others in the community and hold ourselves accountable for each child in our program achieving: (1) Educational Success; (2) Avoidance of Risky Behavior; and (3) Higher Aspirations, Greater Confidence, and Better Relationships.

The BBBS 1 – 1 mentoring model has been evaluated for effectiveness and outcomes so the agency can seek resources and funding support. The objective of our accountability is based on the structure model to ensure Littles are ultimately prepared to be employed (in the workforce). Our personnel are experienced in making match relationships via:

- 48 hours of training at least 2 per year for one staff member to continue providing quality mentor instruction.
- Providing opportunities to youth in living skills instruction and positive life choices.
- 365 days of delinquency prevention services.
- 365 days of tutoring, mentoring and recreational opportunities for our youth.
- Family Partnerships

It is a fact that the overwhelming societal need and demand for volunteer adults is as diverse today than it ever was. BBBS, is the only evidence-based mentoring model within the county and one of the two oldest national youth development organizations serving both boys and girls.

We know mentoring changes lives. Our research shows that when a Little is matched with a Big, that young person is less likely to engage in risky behaviors like drug and alcohol use and more likely to attend class and, feel competent in school. Enrolling youth who have been exposed to trauma and matching them to volunteers who have been trained to understand trauma's effects will ultimately strengthen matches and lead to better outcomes.

Our dedicated, trained staff members make matches carefully and support them thoroughly. Our one-to-one mentoring model has been studied and improved upon for decades and as a result, Big Brothers Big Sisters continues to be the gold standard of mentoring. Our growth depends on keeping the focus on our core one-to-one mentoring model while encouraging innovative ideas to address community needs and adapt to developing a strategy marketing initiative to engage more volunteers and donors.

Growing the number of active matches and children served; seeking to improve the match retention rate; achieving a positive net income with a goal of building cash reserves; achieving 100% Board member engagement in personal giving and philanthropic advancements are all keys to sustainability of which both personnel and Board Members are responsible.

Incorporated in 1984, Big Brothers Big Sisters of Rockland has, survived the fluctuation of fiscal appropriations and change in political climates and continues as a county contract agency (now under the umbrella of the County Mental Health Department). This income provides the main funding source we can depend upon. Municipal (county) funding, however, continues to prove challenging for supporting our overhead costs and program capacity building as the past several years have seen a reduction of proceeds by 56 %.

Grant proposals are crucial to maintain buoyancy and fiscal stability since they “shore” up the general operating budget. We have been fortunate to obtain two federal grants - One in the area of addressing Domestic Violence via our Court Ordered Supervised Visitation Program and the other, in the area of addressing youth either impacted or having misused opioids.

Although we strive to serve any child who needs and wants a mentor, we are currently addressing community needs through targeted mentoring initiatives (Opioid grant) which represents either public/foundation or private funding - exclusive of fundraising.

The latter of which we were exceedingly successful with our 35th anniversary Fundraiser held in 2019 at La Terrazza Restaurant. It is with extreme thanks to our Board that the event proved to be highly noteworthy for the monies raised and the hiring of a professional auctioneer who was instrumental in raising additional funds both for the BBBS organization and to launch our Off-Site Court Ordered Visitation Program.

Since 1996, when I was hired, time and energy has been devoted successfully, to systematically building a stronger and fiscally healthy organization through diverse grants, all dedicated to increasing the capacity of our programs and at the same time practicing with the discipline of frugality and prudence of expenditure. As mentioned earlier, we were honored to be awarded \$64,000 annually for the next 2 years in our partnership with The Center of Safety and Change in order to sustain and expand the Court Ordered Visitation Program and we are hopeful that this grant will be renewed for the following 3 years, albeit with notification that it will be reduced \$10,000. Together, therefore, with the income generated from that grant and the \$150,000 each year for the next two years from the Office of Juvenile Justice Prevention Program, we not only hired a Match Support Specialist and a Data Entry analyst, but increased office accommodation and now operate our services from the entire second floor of 65 North Main Street.

RESOURCES:

We have repeatedly, assessed the interconnection of the office's organizational abilities to ensure a specific focus for a streamlined personnel team and its ability to deliver our services throughout the community. To this effect, we have expanded our wraparound social services from the 1 – 1 mentoring program to include the Court Ordered Visitation Program a the second main stay program as well as our school-based program and our Juvenile Mentoring Program. Decreased budget allowance has caused furloughs and diminished employment hours over the past 10 years but with the additional grant for the Visitation Program and the OJJDP, we have had the ability to increase the hours of one new hire and as stated above, hired two additional part time employees.

Our overall service also includes providing consistent community work to volunteers and to court ordered community service youth and adults, throughout the year.

WHO WE ARE:

We celebrated 35 years of service in 2019. Incorporated as a non-profit in 1984 we have operated 28 adjunct services over the past 23 years. Currently, there are 22 paid, professional staff members and within this number, only one of whom, is compensated for full-time employment, which is myself.

During the past year in conjunction with our community based one to one mentoring program, we maintained operation of the following site-based programs, namely:

- Court Ordered Visitation Program (On-Site at Building R)
- Court Ordered Visitation Program (Off-site within the community of Rockland)
- Rockland County Mentoring Collaborative (after school program)
- Juvenile Mentoring Program (JUMP) – Skill Building

- Big Bags for School (B.B.S)- School supply program

Synopsis - With our children especially vulnerable during these economic times, we see firsthand, the need for Big Brothers Big Sisters. We ask the question: how can we best plan and manage within such turbulent waters? We believe, however, in the short run based on our fundamental goals, Big Brothers Big Sisters' most important objectives are:

- Assuring positive cash flow.
- Maintaining our service levels for children.
- Targeting, with intentionality, expansion of the Board of Directors

Investment in advancing growth must be bounded first by prudent financial management, for the long run. With an eye on 2020, as well as reflecting on our past successes, it is more than ever imperative for us to embark and remain with a comprehensive planning process for funding opportunities. During the year, 2002, we had, since 1996, increased the number of children served by 200% with continued match longevity of an approximate 4 – 5 years. The credibility of BBBS's administration of the Court Ordered Supervised Visitation Program will, I believe, continue to empower the agency to remain funded through public appropriation from the county, in concert with the Juvenile Mentoring Program that is now solely funded through the generosity of the Board of Trustees of the Village of Haverstraw.

For the years 2008, 2007, 2006, 2005 and 2004, BBBS was in a position to set aside fundraising monies in escrow, for the sole purpose of accumulating sufficient funds for the purchase of a building. It is our collective objective to maintain these funds in its restrictive account for the uncertainty and challenge of our current economic climate eases. It should be recorded, however, that \$35,000 was removed in 2015 for the hire of a part time Fund Developer and for re-imaging our services and entering into a promotional marketing strategy during that year.

The past year, 2019, also saw an increase of expenditure via the national federation, Big Brothers Big Sisters of America. An Agreement was requested for signature by the country's 242 affiliates to purchase the Match-force technical tracking system and ware agency is subsequently invoiced almost \$300 per month for its maintenance together with the necessity to hire a Data Entry Analyst on a part-time basis. Furthermore, there was an increase in fees of approximately \$3000 and the mandate to serve 100 children in the 1 -1 mentoring program which itself, required the hire of an additional employee.

ADMINISTRATION MANAGEMENT:

During the next few years, our agency support model will continue to evolve. We will focus on activities that improve agency performance, together with technical and adaptive competencies that will enable us to integrate key program elements into our service delivery thereby strengthening our community engagement. During the course of 2019, and for the past 23 years, the Big Brothers Big Sisters organization has again achieved the capability of offering site-based programs funded through public appropriations. Working closely with schools and community organizations, has helped the agency to build on its programming and provide positive situations that benefit children, youth, schools, and our community. Intentional linkages among the many settings and institutions in which youth learn and grow, have improved enrollment and volunteer recruitment, including match retention. These attributes, of course,

contribute to program quality and its validity as well as promoting better youth outcomes. The ultimate result of these factors, was **the National Gold Standard Award received from the national federation in 2010 (this highly competitive award was made to only 5 agencies throughout NY State and 21 from across the entire United States of America) and our induction into the Big Brothers Big Sisters of Americas Hall of Fame in 2001 not forgetting, of course, the sixth accreditation from the NY Bureau of Better Business, for meeting its nonprofit standards of charitable accountability.**

ORGANIZATIONAL DEVELOPMENT:

Our new 501© organization, The Rockland Youth Empowerment Center, is now incorporated as a charitable organization by NYS and we are eager to transfer all services under its banner excluding the 1-1 mentoring program which will remain as a Big Brothers Big Sisters brand of service.

Combined efforts from the Board of Directors, staff and volunteers, has demonstrated strong support and strategic direction for the growth of the organization with proven year-end results. That is to say, Big Brothers Big Sisters continued to make significant strides in the fulfillment of its mission to expand both community awareness and its service area within the belief that quality and quantity are not at odds with one another. Currently, there are 10 active members of the Board, along with 2 advisory members.

During the previous twenty three years, our agency has been the recipient of high status recognition and awards from such offices as the National Sorority of Phi Delta Kappa, Epsilon Chapter, The New York State Better Business Bureau, Past President of the United States, former NYS Senator and past Secretary of State, Hillary Rodham-Clinton, NYS Attorney General's office, the New York State Office of Children and Family Service, the Federal Office of Justice and Juvenile Delinquency Prevention, Rockland County Sheriff's Department and the National Organization, Big Brothers Big Sisters of America which inducted our agency into its National Hall of Fame. It is our intent to continue ground breaking achievements. The accolades received, are examples illustrating that BBBS is a multi -social service agency and fully qualified to build on its basic mission, due to continual strong governance of program infrastructure and consistent marketing and communication skills.

We strive to increase our alignment with current demographic trends and adequately respond to the critical needs of the county's children we serve by augmenting our community engagement capacity. Effectively coordinating through collaborative community partnerships ultimately offers the opportunity to increase the number of volunteers and donors in communities of diverse cultures.



CASE MANAGEMENT:

The 2019 Bigs and Littles Holiday Party was a huge success and again, we had a “full house.” Above, Vice Chair, Ed Brignoni, Santa, Santa’s (Rockland Wife) and myself.



Our 2019 Mentee Graduation Ceremony, (as above) saw 5 of our youth enroll into college and that’s a terrific testimony to the longevity of match partnerships.

Our CBM (Community Based Program 1 – 1 Mentoring Program). This past year, a total of 258 enquiries from child referrals and volunteer recruitment were received. The total number of volunteer enquiries of 170 resulted in 29 being processed to become mentors with 32 Parent/Child Intakes.

Acceptance of 26 completed mentor applications resulted in 26 new matches by year end. The significant number of volunteers who did not qualify (**141**) was due to our stringent screening process and high standard of Intake Interviewing.

We have served a total of 72 children during the past year and closed 19 matches due to non-compliance, residence relocation, etc. (See Graphic Representations).

In 2015, the Board of Directors approved a Resolution to increase the age of enrollment of children from 7 – 12 years to 7 – 14 years of age.

Understanding the significance of parallel and coordinated site-based programming, was a policy decision to maintain our increase in service delivery so as to function as a broad-based organization and, of course, to attempt to increase the operating budget since administrative costs may be transferred from a grant to this account.

2019, however, hailed as a huge change in the mandates set forth by Big Brothers Big Sisters of America. To wit: no program may carry the brand name Big Brothers Big Sisters of Rockland unless it is the 1 – 1 mentoring model, serve no less than 100 youth each year, secure a \$200,000 budget, complete the new branding via promotional replacements, increase of affiliate annual dues to pay for the new technology of tracking case files and create a 501 © 3 organization to house our site based programs.

The motivating force on how best to craft agency operating and marketing strengths through creating increased funding initiatives for site-based programming, were the conclusive studies from “Kids Count” NYS Data Book. These results consistently revealed that out of the highest risk factors negatively affecting a child’s development, the number 10 risk factor was youth residing in single parent homes that are most likely to be considered “at-risk” so each of our sites-based programming addresses the diverse needs of this population. Going forward into 2020, all site-based programs will carry a new brand name “Rockland Youth Empowerment Center: (RYEC).

We are confident, however, that as the county’s premier mentoring organization, our accountability in acknowledging the needs of Rockland’s troubled youngsters facing adversity, will be met with a strong and professional attitude from the funders that will understand as partners, funds will now be requested via RYEC.

ESTABLISHED SITE BASED PROGRAMMING:

- The Court Ordered Visitation program has now been under our leadership for fourteen years and conducted 121 Office Intakes Office resulting in 146 children being served throughout the year. The essence of programming are when supervised visits are ordered by Family Court or Supreme Court when a **visit** with a non-custodial parent -- the parent who doesn't have custody -- could be physically or psychologically dangerous for the child.
- School based programming (picture below), over the past years has expanded into the Rockland YMCA and the Nyack Middle School. These programs were in addition to the Rockland County Mentoring Collaborative after school programs which were held at Dominican College and St. Thomas Aquinas College respectively, serving seniors from the Spring Valley and Nyack High Schools. The Rockland County Mentoring Collaborative Program, offers students from Spring Valley High School identified as potential school drop outs, with the

opportunity to be mentored by peers with similar backgrounds. The premise of the program lies in the merit of students remaining in school with the goal to graduate and enroll into two- and four-year colleges. We continue to operate the program in collaboration with Rockland County Mental Health Association. The Rockland County Mentoring Collaborative served up to **40 high school seniors throughout 2018 from Spring Valley High School and 30 college students.** Here is a picture of an activity involving meditation.



- The Juvenile Mentoring Program (JUMP), an initiative originating from an award from the Office of Juvenile Delinquency Prevention in 2004, was a highly competitive application and BBBS of RC was one organization out of 42 nationwide to attain the federal funding. We are proud to say that courtesy of the Village of Haverstraw, the program continues to thrive. Serving primarily, Hispanic children from the Haverstraw community between the ages of 7 – 15 years who are referred to the program through the Haverstraw Reach Out

Counseling Center. Programming is operated at the Haverstraw Community Center, and served 45 youth throughout 2019

PROGRAM ADVANCEMENT:

Client activities were implemented on a regular basis (picture below, a Big Brother and his family at a walkathon). The Annual Holiday Party has become a staple event together with smaller excursions. The Annual mentor group support meeting is purposely held to provide support, coaching and offer guidance to all our wonderful mentors. Together with outreach to recruit mentors through corporate, civic, and public presentations, we find that community participation assisting us in the enrollment of children within the prevue of volunteer recruitment methods such as educational and civic informational fairs, has resulted in maintaining a viable case load.



PROJECTED REVENUE AND SUPPORT:

Our major sources of gross funding (2019 budget) in order of dollar amounts:

- Federal Grants/Foundation Grants
- Rockland County
- Fundraising
- Private and Corporate contributions
- Town Funding

The above-mentioned appropriations continue to be the most comprehensive support for our general operating budget and we are exceedingly fortunate to have restored funding for the year 2020 from the County. Migration to the County Department of Mental Health should now ensure an annual allocation rather than the past insecurity of doubt as to whether the County Executive or County Legislature would abolish contract agency support. Board fundraising, town contributions, grant awards, contribution campaigns and ancillary donations make for a sound, but frugal, budget. For 35 years, our Big Brothers Big Sisters brand of service has been inextricably linked to youth mentoring and to helping children succeed in life. This solid reputation attained through years of brand stewardship, will continue to evolve as we reposition our self to our new 501© 3 organization, the Rockland Youth Empowerment Center. Our charge as an organization, will be to enhance throughout the evolution of our new organization, all program exclusive of 1 -1 mentoring.

OUTREACH:

Regular weekly postings on Constant Contact and Facebook sustain a large following of supporters. We are deeply appreciative to the Independent Insurance Agents of Rockland County who again, sponsored this year’s Annual Bigs and Littles Holiday Party.



2019 Bowlathon at Low Tor Bowling Alley.

Pictured below, our former Chairman, Keith Brown, myself and our 2019 Honorees at the 35th Anniversary Gala fundraiser, La Terrazza.



GOAL SETTING AND PLANNING:

The Strategic Business Plan has been developed as a tool to broaden our community profile. We continue to strive ceaselessly for recognition of our service in the community by repeated and consistent messages which depict the diversity of each of our service areas. This is a single subject, designed to educate public officials, corporations, civic organizations, and the private/public sector, by way of presenting effective strategies both for visibility and contributions in order to guide the growth of Big Brothers Big Sisters of Rockland County throughout the year and to amplify our vision in the community. Likewise, we frequently submit Proposals to corporations and private foundations outlining comprehensive designs of mentoring and promoting partnership in all aspects of collaboration with like agencies and minority organizations. When a proposal is accepted, then the grant ultimately leads to expansion of parameters guiding the way we deliver our service through the development of additional programming. Examination of the population served as a result of each grant, affords BBBS the focus in our ongoing vision to unite the mechanisms essential to our mission and thus, increase service approach.



Picture above demonstrates our continual giving program to our needy families. Back to School Program provides school supplies to our children; Thanksgiving dinners are provided by Temple Beth Shalom, winter clothing and household goods are donated by a Nyack based volunteer group and woolen hats were knitted and donated via our Program Supervisor's Girl Guide Troop.

Below, is the Salvation's Army's "Doing the Most Good, 2019 Award. Here I am accompanied by L – R, our 2020 Vice Chair, Ed Brignoni, our 2020 Board Chair, Jennifer Sislin and long-term and valued Board Member, Scott Milich.





Big Brothers Big Sisters of Rockland County closed out the month of November with its CEO, Gillian Ballard, receiving a proclamation honoring the mission of BBBS, from Clarkstown Supervisor, The Hon. George Hoehmann. Taking place in Mr. Hoehmann's office in attendance for the presentation, are L – R: Long-term Board Member, Scott Milich; BBBS of Rockland County Chairman of the Board, Keith Brown; Gillian Ballard, BBBS CEO; Clarkstown Supervisor George Hoehmann; John Vitro, Lia Toyota of Rockland and Lee Diprizito, Moe's Southwest Grill, Nanuet.



Big Brothers Big Sisters of Rockland County
845.634.2199 | 65 North Main Street, New City, NY 10956
info@bbbsofrc.com | www.bbbsofrc.com



COLLABORATIVE PARTNERSHIP EVALUATION:

In fulfillment of Big Brothers Big Sisters of Rockland County's objectives to strengthen additional revenue sources, the Agency has integrated collaborative programming partnerships, both past and present, with sources such as : The Lexington Treatment Center, The Rockland Alcohol and Other Drugs Recovery Center, The Center for Safety and Change, Step Up Mentoring Program, the Rockland County Departments of the District Attorney, Integrated Domestic Violence, Social Service, Probation, PINS and Parole. The Center for Safety and Change, Child Protective Services, Family/Supreme Courts of Rockland County, Rockland Community College, Boy Scouts of Rockland County, NYS National Guard, Nyack College, The Haverstraw Reach Out Counseling Center, the Haverstraw Community Center, the Village of Haverstraw, The Martin Luther King Center, the Nyack Public Library, Rockland County Mental Health Association, EPIC, Jewish Family Services of Rockland County, the Rockland County Sheriff's Department, Rockland County YMCA, Creative Response to Conflict, Rockland County BOCES, West Street Day Care Center, Dominican College, St. Thomas Aquinas College, Spring Valley High School, Nyack High School and Clarkstown South High School, are some examples of a working consortium. These collaborations have and will contribute potentially to an increase in the availability of grant proposals.

BBBS will continue to work, as needed, cooperatively and collaboratively with all existing partner agencies and community resources to ensure that all goals are being met. The BBBS one to one mentoring program will maintain its emphasize on creating relevant and comprehensive programming and community engagement. BBBS has a clearly defined business growth strategy for facilitating the involvement of all families requiring services in the prevention, development and performance of their children referred through like agencies stated above and with whom we enjoy a strong relationship. Maintaining principles and brand identification will add to the advancement of integrating our services throughout the county. Positive outcomes will continue to impact the sustainability of this program with child safety being our priority in protecting accountability and responsibility for the work we do.

CONCLUSION:

Addressing many of the critical needs with fewer resources that have surfaced during the past years and the decrease of almost 60% funding from 2007, we are, however, committed to support the most complex of our needs ever targeted—and that is the funding decreases. Each of us is committed to the mission of BBBS and dedicated to making a difference in the lives of the children we serve and wish to serve. In these tough economic times, more and more concerned single parents are turning to us for support, aware that we are not providing substitute parents, but operating as allies to assist each child's evolution through all the challenges of growing up in today's society. Furthermore, the growing working poor, the violence towards children and the pressure from overburdened mothers facing the strain of raising a family alone, emphasizes the need of our service that conclusively proves to be both essential and critical. Dedication to the Big Brothers Big Sisters Mentoring Program is our own personal approach as agents and ambassadors, representing the organization. We are proud to expound this program as a proven resource for the target population served as this is exciting work that sets the stage for the future of our next generation.

Adherence to Standards of Best Practices indicates the substantial measure of outcomes of which we are recognized. The critical need for informed policymakers is reflected in the goals accomplished by the agency which culminate in a stronger support of enabling staff to provide

our clients with the option of a life-discipline, thus providing the basic potential rhythm of each individual youth and child served, since evidence proves that mentoring works as a strategy for supporting children at risk.

The Big Brothers Big Sisters Mentoring Program has a vital stake in the healthy development of today's young adolescents, who will become tomorrow's parents, workers, and citizens. Standards and compliance processes designed to protect our commitment for child safety is a common goal determined by the Board of Directors.

We shall not sacrifice quality for quantity, nor will we accept a small vision of serving very few children. We shall continue to enroll children and youth as applications arrive. It is imperative that our service delivery supports results. The Big Brothers Big Sisters Mentoring Program experiences success after success through delivery of its standards of excellence beginning with the policy-making decisions and the high performance of responsibility acknowledged and carried out by each member of the Board of Directors. We are confident that continuation to gain recognition of our work will enforce a larger donor base and enable successful funds to appear.

To go forward, cohesiveness is imperative between the Board and management. Our program provides the opportunity for our county's "at-risk" youth to obtain guidance and positive influences in their young lives, albeit that the majority of our youth served are those living homes below the median poverty level. These children will, through our services, continue to learn that they have the ability to enhance the quality of their lives by building greater self-esteem, setting and attaining scholastic, social, and career goals – avoiding delinquency and remaining in school. We are proud of our achievements as the only agency in Rockland County that responds to the challenge of providing off-site, PROFESSIONAL support to "at-risk" youth, from tutorial to emotional to developmental. Our emphasis is defined by focusing on the practicalities to perform at one's best since more than ever, our county's youth need mentors, role models and caring supportive adults who can help guide their development to positive and productive futures.

It has been a year of change at BBBS financially. Thanks to our excellent Court Ordered Visitation Program, more funds were made available by the partnership with The Center for Safety and Change grant and the county has now vetted us in its migration under the Department of Mental Health, allowing annual allocations via proposals, rather than seeking them through the legislative budget. We are proud to see our vision to help children impacted by the opioid epidemic, realized through a federally funded grant from the Office of Juvenile Justice Department of Prevention.

My high regard for the Board of Directors in their efforts and devotion to the organization is best summed up by a simple [Thank You!](#) I am so grateful to be working with a Board that is collectively and mutually supportive and visionary. Your encouragement and assistance as consistent and diverse leaders raise our expectations in the capacity of administering, monitoring, and improving effectiveness of service, together with laying the foundation of a continuous program and we are grateful for your dedication and enthusiasm for what we can accomplish.

. To use a quote in summarization "In the arena of human life, the honors and rewards fall to those who show their good qualities in action." - Anonymous

Throughout my 23 years of employment with BBBS of RC, I have seen firsthand the positive impact mentoring programs have on our youth which is why serving as President /CEO

is such a privilege. The opportunity to lead the organization that I care so deeply about is an honor and privilege. I take it as my personal responsibility in working with the agency to ensure that Big Brothers Big Sisters of Rockland County, continues to make great strides toward achieving indisputable impact on the lives of children through our proven staff-supported, long-term mentoring model."



Respectfully submitted,
Gillian E. Ballard



