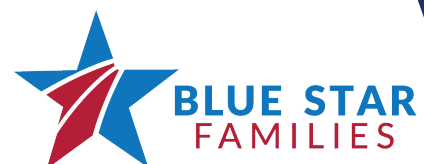


2017
Annual
Report



BLUE STAR
FAMILIES

A Letter from the CEO

Dear Blue Star Neighbors,

I always marvel at the resilience of our military families. From children who change schools and still attend the first day of school with enthusiasm to spouses who pack their worldly belongings while their other half is deployed a world away, the gumption our military families display is admirable. And there is no more inspiring group in our community than caregivers, wounded service members, and their families.

But it is also very true that no person or family is an island, and the healthiest and most resilient families have a support network, including Blue Star Neighbors, who offer a hand and kind word. This year, we honored former First Lady Rosalynn Carter with the Blue Star Neighbor Lifetime Achievement Award. Her organization, the Rosalynn Carter Institute for Caregiving, works with Blue Star Families through Operation Family Caregiver and provides needed and necessary support and tools.

Time and time again--whether as peace-keeping forces in Africa or rescue teams in Houston--our service members are there on the front lines. There are many Americans who see the sacrifices of military families and want to make their lives easier and more bearable. It fills me with hope and gratitude to see that, even during divisive times, there is common ground on which we can all stand.

Here at Blue Star Families, the work we do reminds our country that the military community is not alone, not through the slog of almost two decades of war, not through the exhausting military moves and deployments, not through the frustrations of unemployment or changing schools. This past year was no different.

There is a wonderful, uplifting, and exciting story to tell about Blue Star Families and what we do as we work to bridge the gap between our civilian neighbors and our military families. Here's just a snapshot of 2017's accomplishments:

- In addition to Mrs. Carter, we honored Ken and Judy Osborne for their unconditional support and welcome of the Burnett family, an Army family, during our Blue Star Neighbors Celebration.
- More than 20,000 people have registered with us as Blue Star Neighbors, an increase of nearly 80 percent over the previous year.
- Our volunteers donated 10,783 hours to Blue Star Families, resulting in an equivalent of \$255,000 in value to the military community.
- Our membership grew meteorically by 61 percent.
- Thanks to our partners, we were able to distribute 53,179 books to military children to encourage a lifelong love of learning and reading.
- The Blue Star Families annual Military Family Lifestyle Survey fielded and released its ninth report highlighting the trends and concerns within the military community.

If you have not yet joined us as a Blue Star Neighbor or Family, I personally extend to you the invitation to stand with us and be part of something greater than yourself. We are proud of what we have accomplished in the past, are continually improving what we do in the present, and look forward with great excitement to all that is to come.

However, we can't serve our military families and nation alone. We need you.

Onward,

Kathy Roth-Douquet, CEO



Contents

4 WHO WE ARE

5 RESEARCH & POLICY

8 PROGRAMS

13 KEY INFLUENCERS

15 TOP DONORS

16 FINANCIALS

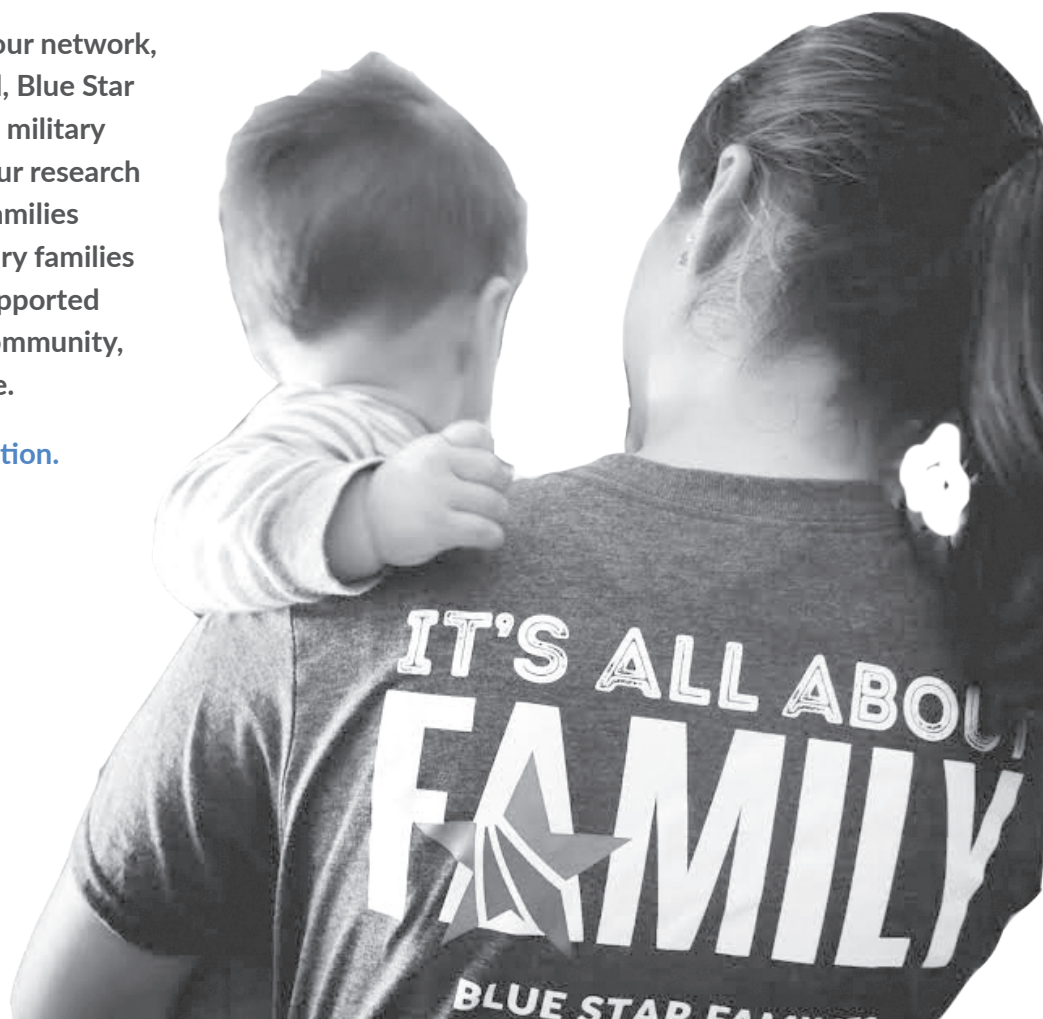
Who We Are

The families of our all-volunteer military make unprecedented sacrifices these days to serve our country. Blue Star Families was founded by military spouses in 2009 to empower these families to thrive as they serve. We're committed to strengthening military families by connecting them with their neighbors – individuals and organizations – to create vibrant communities of mutual support. We believe we're all stronger when we take care of one another.

Our groundbreaking research is raising the nation's awareness of the unique challenges of military family life. With the help of neighbors across the country, Blue Star Families is overcoming the isolation and alienation of frequent moves, deployments, and reduced support from the government. Our innovative programs are solving specific challenges for military families, including fighting economic insecurity with resources that foster spouse career development, creating family strength with rich family programming, and providing critical peer support for caregivers, whose numbers are only increasing.

With more than 150,000 members in our network, including in chapters all over the world, Blue Star Families touches more than 1.5 million military family members every year. Through our research and program partnerships, Blue Star Families ensures that wherever American military families go, they can always feel connected, supported and empowered to thrive – in every community, across the nation and around the globe.

Visit bluestarfam.org for more information.



Annual Military Family Lifestyle Survey

Blue Star Families conducted its 8th annual Military Family Lifestyle Survey from April 12-May 22, 2017. As in past years, we collaborated on this effort with Syracuse University's Institute for Veterans and Military Families (IVMF).



OPPORTUNITY COSTS THAT ACCOMPANY SERVICE

- Sensitivity to lost opportunities due to military service
- Financial obstacles and military spouse unemployment
- Mental health and military sexual trauma



CIVILIAN COMMUNITY INTEGRATION

- Engagement and integration with civilian communities
- Improved opportunities to meet people
- Caregiver support



DIVERSE EXPERIENCES OF SERVICE

- Proclivity to recommend service
- Gender role expectations associated with military culture
- Transition experiences

How the Annual Military Family Lifestyle Survey Strengthens Military Families

Q1

The Senate Armed Services Committee, Subcommittee on Personnel invited Blue Star Families to testify for the second consecutive year

Presented results to Department of Defense leadership and the leadership of corporate, nonprofit and philanthropic stakeholders

Published the Corporate Playbook 2017, a guide for corporations looking to support and get involved with the military family community through their corporate social responsibility efforts

Q2

Informed the development of Senators Kirsten Gillibrand and Tom Cotton's Availability of Child Care for Every Service Member and Spouse (ACCESS) Act which was included in the passed version of the Senate's FY18 National Defense Authorization Act (NDAA)

Q3

Informed and structured the Military Family Summit hosted by Congressman Sanford Bishop, Jr. and Congresswoman Cathy McMorris Rodgers

Q4

Informed the inclusion of spouse employment provisions in the passed FY18 NDAA

Presented the Senate Armed Services Committee with proposed 2018 federal legislative opportunities

Presented results at the National Conference of State Legislatures

White Oak VI

Virginia

September 8-10, 2017

“White Oak” is the informal name used to denote a series of conferences titled “America Joins Forces for Military Families”, which encourage creative thinking and collaboration in support of the veteran and military community among major military related nonprofits, government leadership, and other major public and private contributors.



PARTICIPATING ORGANIZATIONS



SPEAKERS & FACILITATORS



KEY RECOMMENDATIONS:

- 1.** Development of federally supported initiatives to facilitate military spouse employment continuity and/or establishment of business incentives, specific to military spouse hiring
- 2.** Improve military family strength through positive messaging of military lifestyle by increasing visibility of successful military-affiliated individuals; reduce civil-military social distance through celebrations of community partners who enhance the lives of military members, veterans, their families, caregivers, and survivors
- 3.** Map organization's/potential partners across the country and intensify linkages between the DoD, the Veterans' Administration, and state government offices to facilitate knowledge of transition assistance coverage and gaps

Programs

Blue Star Families is establishing and fostering engagement and partnerships to create recognizable, consistent communities that support health and resilience military families need to succeed. We engage military families and community members by delivering solutions to the challenges faced by military families within our local communities. Military families count on these vital connections as they move from one location to another.



51%

INCREASED ENGAGEMENT WITH MEMBERS BY CHAPTER DIRECTORS, REGIONAL DIRECTORS, AND STAFF



900

EVENTS HELD IN CONUS AND OCONUS LOCATIONS



10,783

HOURS DONATED BY VOLUNTEERS TO BSF



\$255K

VALUE OF VOLUNTEER HOURS

New Initiatives in 2017

We Began to Study the Impact of Connected Communities



Bristol Myers Squibb Foundation

We launched a collaborative project to measure the mental health and economic impact of Blue Star Connected Communities on military families. The Connected Communities Pilot will leverage the collective impact of military family support programming to create a consistent and reliable community environment for military families. The effectiveness of this programming will be measured through the newly created Community Impact Study. Through this three-year initiative, we will be measuring and quantifying the outcomes and impacts of the Blue Star Connected Communities by tracking movement in military spouses' career outlook, military family social isolation, and overall reported well-being.

We Expanded Blue Star Books



The National Endowment for the Humanities

We announced a three-year partnership to expand Blue Star Books through the project, Serving, Thriving, And Reading Together (START). START will foster connectivity between military and civilian families by creating meaningful dialogues around literature. Civilian families will benefit and learn from the military members whose networks are built over years of traveling the country and the world and the resiliency skills continually honed during each move. Military families in turn will learn "smart connectivity" to the wider civilian world, by instigating and strengthening relationships with their civilian neighbors through shared family and community experiences.

What We Delivered in 2017

2017 MEMBERSHIP

104,638

2016 MEMBERSHIP

64,795



BLUE STAR CAREERS

Since the start of the Employment Networks Support Initiative, Blue Star Families has

- **INCREASED MILITARY SPOUSE CAREER REVENUE BY \$5.2 MILLION.¹**

- Placed 198 military spouses in jobs.
- Equipped military spouses with an average salary of \$44,803.79.
- Referred 916 spouses to training opportunities that further their career goals.
- Blue Star Families' Salesforce Administrator training for military spouses wrapped up the final of the five sessions in October 2017 with a 100% completion rate for Cohort 5.
- We provided a career-enhancing webinar series for military spouses. The series garnered 56,857 views, doubling our anticipated impact for 2017, with 71% of respondents feeling more connected to opportunities available to them because of the program.²

¹Through BSF placements based on position description and location

²BSF 2017 Networks Live On Demand Survey



BLUE STAR PARKS

60%

OF MILITARY FAMILY
RESPONDENTS WERE
ENCOURAGED TO OBTAIN
THE AMERICA THE
BEAUTIFUL ANNUAL PASS³

“Every time we move across the country (about every 3 years) we try to visit as many National Parks as we can along our way. It is a wonderful opportunity to teach our children about geography, culture, and preserving and appreciating natural resources, as well as a great bonding experience.”

- Military Family



BLUE STAR MUSEUMS

803K

MILITARY FAMILY
MEMBERS VISITED A
PARTICIPATING BLUE
STAR MUSEUM

90%

OF RESPONDENTS
BELIEVE THEIR SERVICE
WAS HONORED BY THE
COMMUNITY THROUGH
MUSEUM PARTICIPATION⁴

86%

AGREED MUSEUMS
PROVIDED AN OUTLET FOR
THE STRESS OF MILITARY
FAMILY LIFE⁴



BLUE STAR CAREGIVERS

PROVIDED FORWARD-
FACING TECHNOLOGY
TO ENGAGE RURAL AND
REMOTE CAREGIVERS

“What I got was more than I could have imagined. I went to my first BSF Caregivers Event and met some amazing women with stories that were similar to mine, which immediately put me at ease. Meeting people who had gone through a similar experience and made it out on the other side gave me hope for the future.”

- Military Family

³BSF 2017 Summer Lifestyle Programming Survey

⁴BSF 2017 Blue Star Museums Impact Survey



BLUE STAR BOOKS

53,179

BOOKS DISTRIBUTED

“Thank you so much for putting together this event for our kids. They really appreciated it and haven’t put the books down since we got home! Thank you for taking their mind off their Daddy being deployed for a few moments.”

- Military Family



BLUE STAR
NEIGHBORS

80%

MEMBERSHIP INCREASE

20,000

BLUE STAR NEIGHBORS



Key Influencers

EXECUTIVE TEAM



KATHY ROTH-DOUQUET
CEO, Blue Star Families



NOELEEN TILLMAN
COO, Blue Star Families

BOARD OF DIRECTORS

SHEILA CASEY
Chairman, Board of Directors

WHIT COBB

CHARLES EGGLESTON

TODD FINGER

MARK HENRY

KOBY J. LANGLEY

MARY MURPHY

CRAIG NEWMARK

JENNIFER M. O'CONNOR

DIANE LINEN POWELL

NADA STIRRATT

BOARD MEMBER EMERITUS

CONSTANCE J. MILSTEIN
Founding Blue Star Families
Board Member Emeritus

LES BROWNLEE

STEVE HILTON

LAURA SCHMIEGEL

DOUG WILSON

Key Influencers

ADVISORY BOARD

PETER BLOOM

Chairman, Advisory Board

DOUG BELAIR

JACKIE BOLDEN

ROBIN BRONK

JORDAN BROWN

WARD CARROLL

ELLYN DUNFORD

ROBERT GORDON

FRED HANNETT

**DR. INGRID
HERRERA-YEE**

STEVE HILTON

DONNA HOFFMEIER

ROBIN KELLEHER

COL. LORNA MAHLOCK

**AIMEE MALNATI
STROMBERG**

DOUG MCCORMICK

KATHLEEN MCMASTER

EDWARD MEAGHER

MARCIA NELSON

VAL NICHOLAS

HOLLY PAGE

MISSY PERLIS

DOUGLAS ROZMAN

REBEKAH SANDERLIN

LAURA SCHMIEGEL

JONATHAN SOROS

MALERIE STALKER

BARBARA THOMPSON

LOU WEISBACH

DR. STEPHEN XENAKIS



Top Donors

BAE Systems

Bristol Myers Squibb Foundation

CJM Foundation (Connie Milstein)

Disney Worldwide Services, Inc.

Facebook

George Link Foundation

Georgia Southwestern Foundation

Got Your 6

Lockheed Martin

McDermott & Associates

MetLife

Microsoft

National Endowment for the Humanities

Northrop Grumman

Schultz Family Foundation

Select Comfort

Starbucks Coffee Company

The Robert R. McCormick Foundation

United Health Foundation

USAA

Veterans United Foundation

Financials

ASSETS

CURRENT ASSETS

CASH AND CASH EQUIVALENTS	\$1,966,176
ACCOUNTS RECEIVABLE	\$304,017
PREPAID EXPENSES	\$16,055
TOTAL CURRENT ASSETS	\$2,286,248
PROPERTY AND EQUIPMENT, NET	\$10,466
TOTAL ASSETS	\$2,296,714

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

ACCOUNTS PAYABLE & ACCRUED EXPENSES	\$173,987
TOTAL LIABILITIES (ALL CURRENT)	\$173,987

NET ASSETS

UNRESTRICTED	\$1,131,991
TEMPORARILY RESTRICTED	\$990,736
TOTAL NET ASSETS	\$2,122,727
TOTAL LIABILITIES AND NET ASSETS	\$2,296,714