



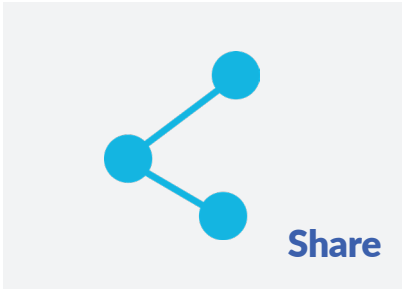
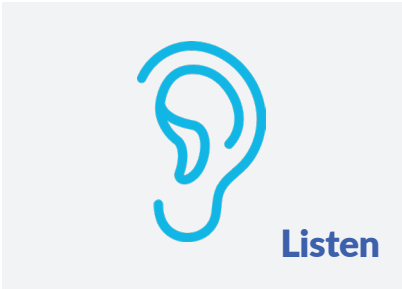
What Military Family Support Looks Like

2022 Annual Report

Blue Star Families builds strong communities of support and belonging for military families.

We listen to experiences, share comprehensive research results, and create lasting partnerships to actively improve the lives of military-connected families around the world. ★

Our Theory of Change



Contents

- Message From Our Leadership 4
- Blue Star Welcome Week 6
- Blue Star Chapters 9
- Digital Transformation 11
- Social Impact 13
- Make Military Life Awesome 15
- Campaign for Inclusion 17
- Top Donors 19
- Summary of Financial Activities 21
- Board of Directors and Leadership 23
- Credentials 25

We know military families!

They're concerned about military spouse employment, time away from their families, their finances, and all the issues that arise when they move to new duty stations every two to three years.



We are what military family support looks like.

Together with our partners, we:

- Grew the bilingual careers pipeline by 600% through our Military Spouse Employment Initiative
- Evolved our Chapters so families have a network to turn to when their service members are away
- Took the financial edge off for families through our Nourish the Service and Making Military Life Awesome campaigns
- Grew public awareness and belonging for military families through Blue Star Welcome Week

We support families so they can better serve our nation.

The background of the slide is a stylized American flag. It features a blue field with white stars on the left and red and white wavy stripes on the right. The stars are arranged in a grid-like pattern, and the stripes are curved. The overall color palette is dominated by blue and white, with a hint of red from the stripes.

Message From Our Leadership

Dear Blue Star Family,

With your involvement, Blue Star Families experienced another year of extraordinary growth and opportunity as we relentlessly pursue solutions to the underlying and interlocking problems that we all know military-connected families face:



Only 33%

of active-duty families feel like they belong to the communities where they live



26%

of enlisted active-duty families reported food insecurity in the past year



29%

of active-duty spouses need or want to find employment

This report shares highlights of our 2022 upstream solutions with you. Thank you for your partnership! With you by our side, we can work toward this vision:

Wherever military-connected families go, their neighbors welcome and support them, building a stronger nation for all of us.

As you read through these pages, I hope you feel the power of what we are accomplishing together, including:

- An incredible sense of belonging for families that comes from our Chapters
- Insightful research that fuels our programming and advocacy
- The powerful impact of our Campaign for Inclusion

... and so much more

Through our data-driven model, we are reaching new milestones, increasing policymakers' understanding of the real struggles of military families, and offering viable solutions to complex interlocking problems. We are the leading organization to do so.

Thank you for all you do to help Blue Star Families make military life awesome for those who serve and protect our freedom. ★



Kathy Roth-Douquet
CEO and Board President
Blue Star Families

A blue-tinted photograph of a young boy with curly hair, looking upwards and to the left with his hand over his heart. In the background, a woman is also visible in profile, looking in the same direction. The image has a semi-transparent blue overlay.

Blue Star Welcome Week

Blue Star Welcome Week is an annual initiative to inspire and engage our nation to come together in a spirit of welcome for the approximately 600,000 active-duty military families who move to new communities each year. Through Blue Star Welcome Week, we help military families feel connected in the communities where they live and serve. ★

Blue Star Welcome Week 2022 saw a 137% increase in events from 2021, serving military and Veteran families across 30 states and 5 overseas communities.

Growth Highlights

2021 > 2022

School Support Posts	+2,000%
Website Page Views	+367%
Honorary Committee Members	+156%
Paid Social Media Impressions	+204%
Print Media Mentions	+200%
Events Hosted	+137%



 **BLUE STAR**
Welcome Week 2022
September 24 — October 2

“I just moved here four weeks ago from San Antonio. I am glad I came to this!”

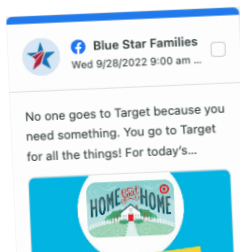
— Blue Star Families Tampa Chapter Event Attendee

Blue Star Welcome Week 2022 Program Evaluation We did it! Blue Star Welcome Week made a difference for military and Veteran Families in 2022. We achieved a phenomenal Net Promoter Score (89, compared to 68 in 2021) which is a measure used to gauge customer loyalty, satisfaction, and enthusiasm. We were also extremely successful in connecting participants with their communities. ★

90% of surveyed Blue Star Welcome Week event participants who moved within the past 12 months to their community report that they now have more knowledge of resources in that community.

New in 2022

Welcome Gift



- \$30K in donations gifted to military and Veteran families
- Nearly 15K entries
- Giveaways resulted in over 3K new members

"Thank you so much for all of the effort and generosity!"

— Giveaway Registrant

Partner-Hosted Events



- Over 80 events hosted by 30+ partner organizations across the country and overseas

"Way to bring the community together! Thank you Blue Star Families!"

— Military Spouse

Daily Virtual Programming



- Hosted a full calendar of virtual events and activities for the nine days of Blue Star Welcome Week

"My favorite part was the workout day ... also learning about employment!"

— Virtual Programming Attendee

Careers Town Hall



- Networking and educational opportunities for nearly 800 military spouse and female Veteran registrants

"Thank you for connecting, everyone!! My LinkedIn is blowing up, and I LOVE IT!!! Love this incredible community!!!"

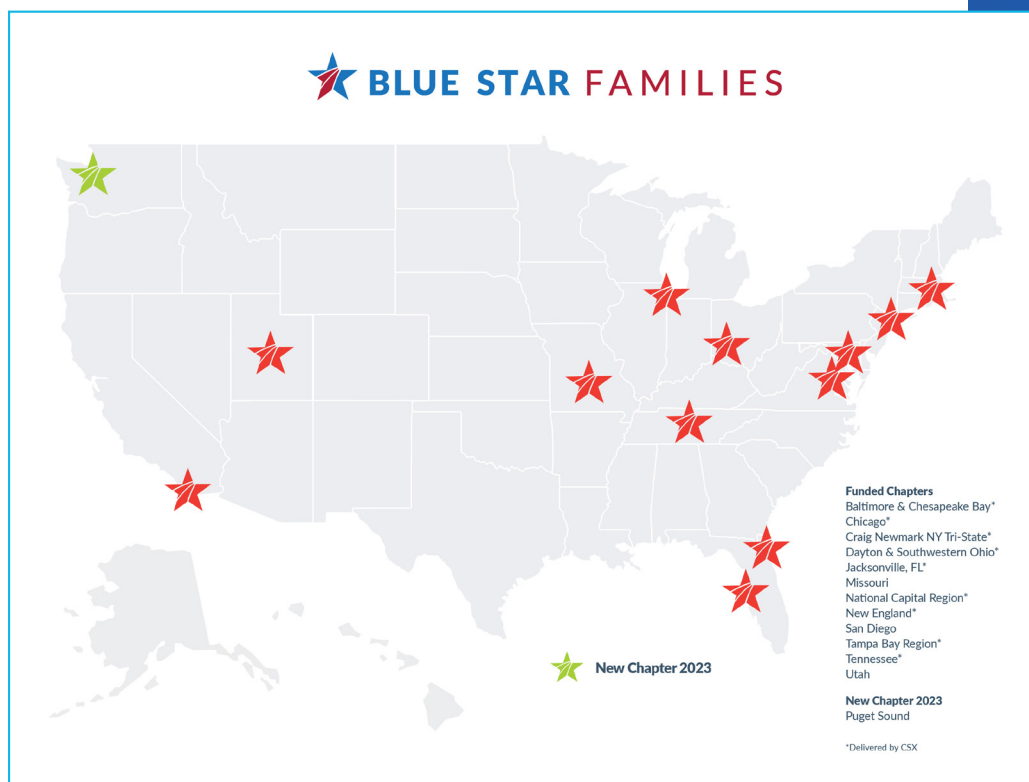
— Town Hall Attendee



Blue Star Families Chapters

Members who belong to Blue Star Chapters feel a better sense of belonging to their communities and they also feel more valued. We know that time spent away from family is a major concern to military families who feel isolation from moving every 2-3 years. ★

Community connection is key when family is far away, so evolving our Chapters plays heavily into our organizational priorities.



Highlights

- Volunteers supported our Chapters by donating more than 12,000 hours
- Launched our New England Chapter
- Hosted and collaborated on nationwide food distribution events, reaching more than 7,000 military family members
- Began plans to launch a Chapter in the Puget Sound Region of the Pacific Northwest

1,300+ | events held in Chapter locations

115K+ | attendees reached through impactful events

81K+ | members in Chapters

39% | membership growth in 2022

\$1.9M | Chapter support from funders



Digital Transformation

To provide an enhanced human connection experience for members, we began a transformation project to redesign our external digital experience and internal digital systems. ★

February 2022



Launched **re-designed Blue Star Families website** with a more professional look and easier navigation

August 2022



Soft launched Blue Star Families' **community member portal** in December with plans to implement full scale marketing launch in 2023

October 2022



Onboarded IT firm to **help enhance our analytics capabilities** by gaining a 360-degree view of our members across all touchpoints

December 2022



Implemented **QR code solution** for physical events attendance tracking

Focus Areas

Front-end website

Website/member portal



- Enhanced member experience
- Multiple online communities for members to connect with both Blue Star Families and other members, based on interests

Back-end analytics

Data collection/transformation



- Leverage siloed data from various platforms into a single data warehouse
- Gain 360-degree member view

Dashboards/reporting



- Democratize data across the organization
- Gain insights into member needs and effectiveness of programs offered



| Social Impact

At Blue Star Families, we measure social impact by how welcomed, engaged, and valued our members feel in their communities. We take a data-driven and evidence-based approach to our programming to ensure that we're meeting our members where they're at and providing the support and resources that they need, when they need them.

Social impact is a team sport at Blue Star Families that includes Chapters, Programs, Applied Research, and Policy departments.



We put our members first. They provide us direction by participating in our surveys, by engaging with our programs, and providing us the insights we need to advocate for the policies that can positively impact their lives. This is how we get to know and advocate for military families. It is the core starting point of everything that we do. ★

Highlights



91,548

Military Family Lifestyle Survey respondents since 2009



15,717

Research participants



9,363

Military Family Lifestyle Survey respondents in 2022



2,250

Afghanistan to Ukraine Pulse Check respondents



1,878

Annual Impact Survey respondents



2,226

Relocation and Housing Pulse Check respondents



Make Military Life Awesome

How do we make military life awesome? We engage our members in programming and events that are fun, welcoming, and provide connections to their communities! Members engage with our Blue Star Families community in many ways: museum visits, outdoor exploration, career opportunities and developments, caregiving support circles, coffee connects to meet new friends, and more! ★

Blue Star Families provides resources for members to take the edge off of difficult aspects of military life, and provide support in ways that fit with their lifestyle.

Program Highlights: Blue Star Careers

2,725 New registered Blue Star Careers members	1,500+ Employment and training referrals	1,434 Member event registrations
48 Career-related events with Chapters	626% Growth in the bilingual pipeline	15+ Grow with Google bilingual/Spanish events



Expanding Programs



Engagements

1,331

Opportunities in communities nationwide



Blue Star Books

23,369

Donated by Disney



Blue Star Museums

697,720

Free military family visits



Yellow Ribbon Trees

131

in Starbucks stores; 367 engagements



Impacted

120,975

Service members, spouses, children, and neighbors through events



Blue Star Volunteers

14,733

Hours of service given (\$376,989)



Blue Star Outdoors

6,151

Member participations in events



New Caregivers

6,685

Benefited from high touch resources

Nourish the Service

122

Events

18,316

Attendees

11,964

Adults

6,352

Children





Campaign for Inclusion

In 2022, we expanded our Racial Equity Initiative into the Blue Star Families Campaign for Inclusion to inform, partner, and empower stakeholders to implement best practices that help diverse military families feel welcome and included in the communities they call home.

Inclusion is a lens through which all of Blue Star Families' social impact work operates.



While many businesses and organizations responded to the rallying cries of 2020 for action on race and inclusion, it is now clear that fewer have maintained an ongoing and meaningful set of activities designed to engage with, and address, the underlying issues. While there is a tremendous amount of history to overcome and challenges to meet, Blue Star Families is determined to engage long-term in this arena with our members, partners, and policymakers. ★

Highlights

- On Secretary Esper's recommendation, assisted by Generals George Casey and Mick Nicholson, we drafted the **Defense Leaders Statement**, signed by current and former service chiefs, combatant commanders, and other influential signatories.
- **Nine individuals from diverse backgrounds graduated from our DEPLOY Fellowship Program.** DEPLOY — Diversify and Expand the Pipeline of Leaders of Your Military Community — mentors and trains talent for eventual positions of leadership in military and Veteran service organization spaces.

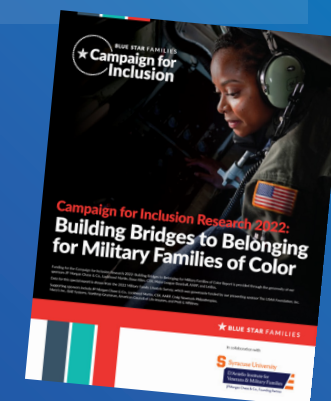
100%

of DEPLOY Fellows feel empowered to achieve their own career goals

89%

of graduates received full-time employment within three months of program completion

- We presented our **findings and recommendations on the experiences of military families of color** to more than 150 groups and reaching more than 2,000 people including members of U.S. Army INSCOM, senior DOD officials, and military base commanders. More than 230 media pieces featured our findings.
- As a direct result of our research, the 2022 NDAA requires the DOD to collect and report demographic data about SROTC scholarship awards and completion rates for the first time.





Top Donors

CEO Circle

(\$1M+)

CSX Transportation
Lost Horse LLC — MacKenzie Scott Foundation
The Patrick J. McGovern Foundation

Homefront Heroes

(\$500,000—\$999,999)

craig newmark philanthropies
The USAA Foundation, Inc.

Leaders of Liberty

(\$250,000—\$499,999)

JPMorgan Chase & Co.
Lockheed Martin Corporation
Starbucks Corporation

Community Champions

(\$100,000—\$249,999)

AARP
BAE Systems
Blue Cross Blue Shield Association
Booz Allen
CVS Health
Health Net Federal Services
May & Stanley Smith Charitable Trust
Navy Federal Credit Union
Robert R. McCormick Foundation
Sleep Number Corporation
T-Mobile
TriWest Healthcare Alliance
Wells Fargo

Friends of The Flag

(\$50,000—\$99,999)

Aura
CJM Foundation
Disney Worldwide Services, Inc.
The Kendeda Fund
Macy's, Inc.
Northrop Grumman Corporation
PennyMac Giving Fund
Pentagon Federal Credit Union
Salesforce
Schlotzsky's
Veterans United Foundation
Welcome.US

Gold Supporters

(\$25,000—\$49,999)

13 Ugly Men
Bob Woodruff Foundation
Boeing
Boll & Branch
Comcast
Humana Military
Iron Mountain
Leonardo DRS
MERIT
Novavax, Inc.
Pratt & Whitney
REI Co-Op
Salesforce Military
Tampa Bay Lightning Foundation (NHL)
Target
United Concordia

Silver Supporters

(\$24,999—\$10,000)

American Council of Life Insurers
American Red Cross
Armed Services YMCA
The Barry Robinson Center
Cigna
Consolidated Edison Company of New York, Inc.
Crescent Cities Charities
Delta Dental
Elizabeth Dole Foundation
Fisher House Foundation
GTB (Ford Motor Company PR)
Guardian Life Insurance Company of America
iCivics
The Independence Fund
Jennifer and Jonathan Allan Soros Fund
Laurie M. Tisch Illumination Fund
Leidos, Inc.
McCormick & Company
Optum Serve
The Safeway Foundation
St. Louis Community Foundation
Tee It Up For The Troops, Inc.
Textron
TisBest Philanthropy
Tri-State and Upstate FDAF, Inc.
Ulta Beauty
UnitedHealth Group
USO
Wounded Warrior Project

A family of five is walking away from the camera down a residential street. The father, in the center-left, wears a white t-shirt with 'MOVE 13' on the back. The mother, in the center-right, wears a white t-shirt with 'move 7' on the back. To the left is a young boy in a white t-shirt with 'MOVE 6' on the back. To the right is a young girl in a white t-shirt with 'move 6' on the back. A small child is walking between the parents, holding their hands. The background shows suburban houses and parked cars. The entire image has a blue overlay.

Summary of Financial Activities

2022 Unaudited Financials

Assets

Current Assets

Cash and Investments	\$16,600,372
Accounts Receivable	\$564,417
Prepaid Expenses and Deposits	\$179,231
Total Current Assets	\$17,344,021
Property and Equipment, Net	\$76,276
Total Assets	\$17,420,296

Liabilities and Net Assets

Current Liabilities

Accounts Payable, Accrued Expenses & Other	\$765,705
Total Liabilities (All Current)	\$765,705

Net Assets

Without Donor Restrictions	\$14,889,164
With Donor Restrictions	\$1,765,427
Total Net Assets	\$16,654,591
Total Liabilities and Net Assets	\$17,420,296

Fundraising Efficiency Ratio

Fundraising Expenses % of Revenue (Non-Investment Revenue Only)

More efficient



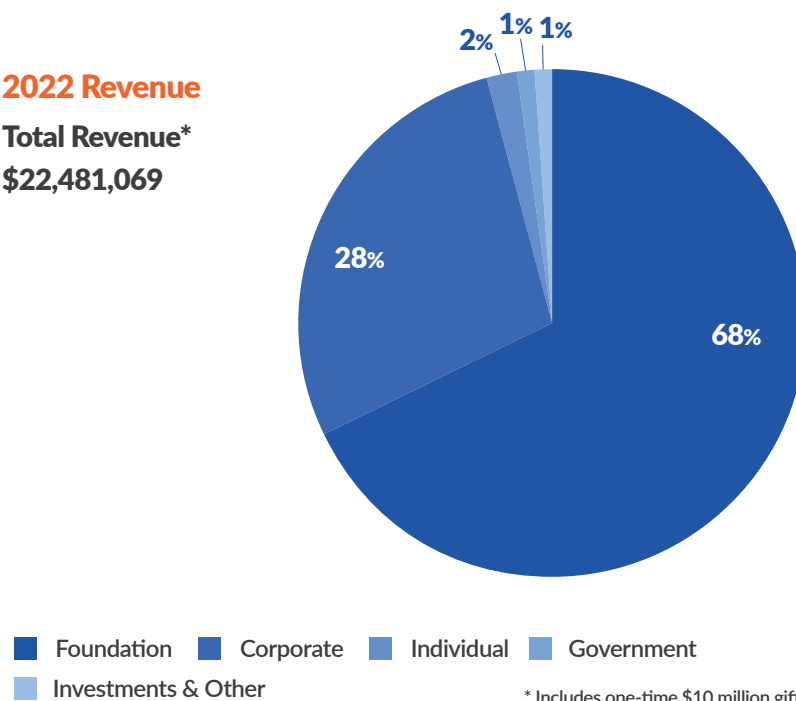
Less efficient



★ BSF is more than 2X efficient compared to competitor benchmarks

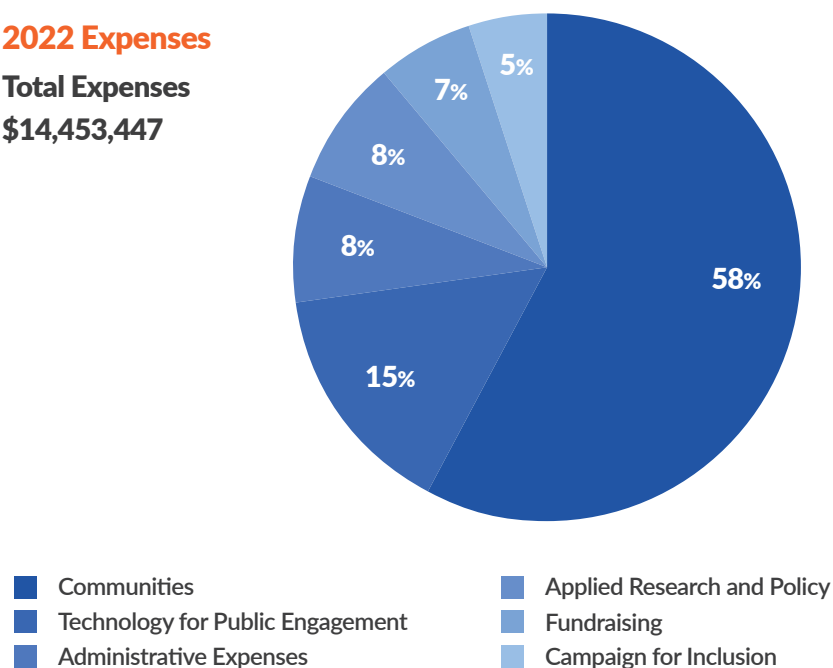
2022 Revenue

Total Revenue*
\$22,481,069



2022 Expenses

Total Expenses
\$14,453,447





Board of Directors and Leadership

Board of Directors

LTG (Ret) Gwendolyn Bingham | Chair

Retired U.S. Army Lieutenant General

Chris Bogdan | Vice Chair

Senior Vice President, Booz Allen

Whit Cobb | Director

Senior Vice President & General Counsel, Pacific Architects & Engineers (PAE)

Staff Sergeant Charles Eggleston, U.S. Army (Ret) | Director

President & CEO, Three Seven Consulting

Nada Stirratt | Director

Vice President, North America, Facebook

Todd Finger | Director

Partner at McDermott Will & Emery

Jennifer M. O'Connor | Director

Vice President, General Counsel, Northrop Grumman Corporation

Bryan Tucker | Director

CSX Vice President, Corporate Relationships

Brianna Keilar | Director

CNN Anchor

Val Nicholas | Director

Senior Vice President Creative Director, Summit MediaCorp

Larry Spencer | Director

President, Armed Forces Benefit Association/5STAR Life Insurance Company

John G. Vonglis | Director

Senior Advisor to the Chairman and CEO of GAMCO Investors, Inc.

Emeritus Board Members

Sheila Casey

Constance B. Milstein

Steve Hilton

Craig Newmark

Executive Leadership Team

Kathy Roth-Douquet

CEO and Board President

Noeleen Tillman

COO and Board Secretary

Brian Whiting

Chief Transformation Officer

Jennifer Akin, MPA

Chief of Staff

Megan Carthen-Jackson

Vice President of Operations

Michael Kang

Vice President of Finance & Technology

Lindsay Knight

Executive Vice President, Social Impact

Adam Vanek

Executive Vice President of Chapter Impact

Margaret Davis

Executive Vice President of Development



Credentials

Blue Star

BSF is the nation's largest community-based organization supporting military and Veteran families.

Its research-driven approach builds strong communities and innovative solutions. Since its founding in 2009, BSF has delivered more than \$200 million in benefits and impacts more than 1.5 million members of military-connected families each year. ★

For more information, visit bluestarfam.org



Families



bluestarfam.org