“I CAN WORK ON BEING MORE PATIENT WITH OTHERS AND I HAVE THE ABILITY TO OVERCOME CHALLENGING EXPERIENCES.” - Youth Leadership Corps Alum

Photos: Jay Fleming
A WORD FROM OUR LEADERSHIP

Dear friends, alumni, and supporters:

In our 30th year as an Outward Bound School, we remained driven to chart a course for our next 30 years of success while setting new benchmarks along the way. This report reflects our collective hard work and dedication to our students, our community, and our future.

Baltimore Chesapeake Bay Outward Bound School (BCBOBS) accomplished several exciting milestones, all with your help. Our Police Youth Challenge began to run at scale, bringing Baltimore City youth and police officers together to break down barriers, reduce stereotypes and build relationships. We delivered a robust three seasons of programming and delivered a record-setting 11,123 Student Program Days. Not only did we serve more students in 2016 than ever before, but 86% of those students were only able to participate through the generosity of the people listed in this report. None of this is possible without you.

While it’s easy to simply rest on our numbers—citing the expansive reach of students and communities our programs serve—it’s the student testimonials that often fill me with the most pride. These firsthand accounts convince me that our programs are truly changing lives.

“On account of how different this experience has been from my day to day life, I have gained a new way of looking at the world. The wilderness is no longer a place of mystery that is unknown to me and just a pretty view, but a place that I have become a part of. I understand better how to navigate my way through it, and I have grown to really love it. I will always see the mystery and wonder here, but no longer the fear.”
– Dounia Lazreg, Alumnus

I am so excited to share the data in this report with you. You are making a difference in a student’s life and collectively we are making a difference in our region. I’m extremely humbled and grateful for your unwavering support of our mission to change lives through challenge and discovery.

On behalf of all the 2016 alumni and the BCBOBS staff and trustees, thank you!

Ginger Mihalik
Executive Director

Andrew M. Brooks
Chairman of the Board
**STUDENT PROGRAM DAYS**

- **Professional**: 359 days
- **Expedition**: 5,164 days

**One-Day Programs**

- Total: 5,600 days

**ETHNIC DISTRIBUTION**

- **Black / African American**: 50%
- **Asian**: 3%
- **Hispanic / Latino**: 5%
- **Multi-Ethnic**: 2%
- **Not Reported**: 3%
- **White / Caucasian**: 37%

**STUDENTS SERVED**

- **Expedition**: 841
- **One-Day Programs**: 4,586
- **Professional**: 345

**TOTAL**: 5,772
## FINANCIALS

### INCOME

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Contributions &amp; Grants</td>
<td>$1,420,687</td>
</tr>
<tr>
<td>Program Tuition</td>
<td>$896,351</td>
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<tr>
<td>Donated Goods &amp; Services</td>
<td>$31,629</td>
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<tr>
<td>Interest &amp; Other Revenue</td>
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<td><strong>Total</strong></td>
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### EXPENSES

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<th>Category</th>
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<td>Fundraising</td>
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<tr>
<td>General &amp; Administration</td>
<td>$209,789</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,127,200</strong></td>
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</tbody>
</table>

### NET INCOME

**$268,945.00**

---

**CONTRIBUTIONS & GRANTS**

- **50%**

**INTEREST & OTHER REVENUE**

- **2%**

**DONATED GOODS & SERVICES**

- **1%**

**PROGRAM TUITION**

- **37%**

---

**FUNDRAISING**

- **12%**

**GENERAL & ADMINISTRATION**

- **10%**

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_Baltimore Chesapeake Bay Outward Bound School Annual Report 2016_
FOCUSED ON MARYLAND’S CHARACTER

We’re focused on serving students from a wide range of partners across the region, including this list of 118 schools and organizations.

PUBLIC
Anchor Points Academy
Armistead Gardens Elementary Middle School*
Arundel Elementary Middle School *
Baltimore IT Academy *
Benjamin Franklin High School at Masonville Cove*
Bluford Drew Jemison West
Booker T. Washington Elementary Middle School*
City Springs Elementary Middle School*
Curtis Bay Elementary Middle School
Dickey Hill Elementary Middle School*
Digital Harbor High School*
Dr. Carter Godwin Woodson Elementary Middle School*
Edmondson-Westside High School
Forest Park High School
Frederick Douglass High School
Graceland Park / O’Donnell Heights Elementary Middle School
Great Kids Farm*
Harlem Park Middle School*
Holabird Elementary Middle*
Maree Farring Elementary Middle School*
Maritime Industries Academy
Mount Royal Elementary Middle School
Northwestern High School
Reginald F. Lewis High School*
Renaissance Academy*
Roland Park Elementary Middle School*
SEED School of Maryland
Thomas Jefferson Elementary Middle School
Vanguard Collegiate Middle School*
Western High School
Windsor Hills Elementary Middle School*

PUBLIC CHARTER
Ballou STAY
Baltimore Leadership School for Young Women
City Neighbors High School*
Commodore John Rodgers Elementary Middle School*
Coppin Academy*
Green Street Academy*
Hampstead Hill Academy*
Independence School Local 1
Kingsman Academy
Lillie May Carroll Jackson Public Charter School
Maryland Academy of Technology and Health Sciences
Patterson Park Public Charter School*
REACH Partnership School*
Southwest Baltimore Charter School
The Crossroads School*
Tunbridge Public Charter School

86% of Students Receiving Financial Support
$563,595 Scholarships & Financial Aid Total
4,964 Total Students Receiving Financial Support
47 Public and Public-Charter Schools Served
13 Independent Schools Served
34 Non-Profits Served
INDEPENDENT SCHOOL
Boys Latin School
Cristo Rey Jesuit High School
Episcopal High School
Friends School of Baltimore
Gilman School
Glenelg Country School
Landon School
Oldfields School
Saint Francis of Assisi
Saint Paul’s School
Saint Timothy’s School
The Calvert School
Trinity Episcopal School (Charlotte, NC)

HIGHER EDUCATION
Choice Program - UMBC Shriver Center*
Johns Hopkins University - Carey Business School
Johns Hopkins University - Whiting School of Engineering
Loyola University
McDaniel College

NON-PROFIT
Alternative Directions, Inc - CHIP Mentoring Program*
Art with a Heart - The Art of Leadership
Baltimore Child First Authority, Inc
Baltimore Corps
Baltimore Educational Scholarship Trust (BEST)
Baltimore SquashWise*
Baltimore Urban Debate League*
Baltimore Youth Kinetic Energy (BYKE) Collective*
Boy Scouts of America - Baltimore Area Council*
Boys Hope Girls Hope
Bridges Baltimore
Business Volunteers of Maryland - GIVE
Catholic Relief Services
Civic Works*
Family League of Baltimore
Higher Achievement - Baltimore
Inner Harbor Project
Kent Youth
Mentoring Male Teens in the Hood
MERIT Baltimore
Next One Up
Public Allies Maryland
Retreat Center of Maryland
Roberta’s House*
SAFE Alternative for Education*
Southwest Success Mentoring Program
Thread Mentoring Program

CORPORATION/GOVERNMENT
Advisory Board Company
Baltimore City Department of Recreation and Parks
Baltimore City Health Department
Baltimore City Public Schools - Administration
Baltimore Police Department *
Bank of America
Blue Dot
Brown Advisory
Brunner Orthodontics
Clark Construction
Constellation Energy
FIXT
Greater Baltimore Committee
PNC Bank
T.Rowe Price
Under Armour
United States Naval Academy
US Lacrosse
World Bank

Tragedy Assistance Program for Survivors (TAPS)
Washington Nationals Youth Baseball & Softball Academy
Wide Angle Youth Media
WILL Wilderness Leadership & Learning, Inc.
Y of Central Maryland
Yoga Center of Columbia
Youth Works

* Participated in Police Youth Challenge
EMOTIONAL SELF-EFFICACY
The ability to manage emotions in a constructive manner helps young people react to stress and challenge in healthy, non-violent ways.

CONFLICT MANAGEMENT
Enhancing abilities to manage conflict non-violently via effective communication and conflict resolution and to understanding the importance of constructive conflict management are a necessary component of reducing youth violence.

PROBLEM SOLVING
Having confidence in his or her ability to address problems and utilize problem solving strategies enhances the likelihood an adolescent will be able to successfully navigate social and academic challenges.

GRIT/RESILIENCE
Maintaining intentions and persisting in the face of challenge is a key non-cognitive skill associated with the success of youth who grow up in adverse conditions.

*Totals reflect the average scores of all students responses on a 7-point scale
“I LEARNED I HAD LEADERSHIP SKILLS LYING DORMANT WITHIN MYSELF AND HOW TO USE THEM.” – 2016 Alum

Photo: Gretchen Matt
The Police Youth Challenge (PYC) program has been running since 2008 and engaging various levels of the Baltimore City Police Department (BPD) and Baltimore City school-aged youth. Between 2012-2015, The Johns Hopkins Bloomberg School of Public Health, funded by a grant from the Department of Justice, Office of Juvenile Justice, Delinquency and Prevention, conducted a quantitative and qualitative study of the PYC program.

Beginning in January 2016, BCBOBS began an internal quantitative study of the PYC program as it exists currently: embedded in mandatory annual in-service training of BPD sworn officers, teamed with Baltimore City school-aged youth. Results presented in this report are preliminary for the current program cycle and an on-going study will run concurrent for all programs.
POLICE YOUTH CHALLENGE

Shifting Perceptions

YOUTH PERCEPTIONS OF POLICE

Youth are given an opportunity to rank their perceptions of officers on a 7-point Likert scale both before and after the PYC. The data below represent the percentage of the surveyed population that experienced a statistically significant change in their perceptions. Findings demonstrate an increase in positive perceptions and a decrease in negative perceptions across all adjectives given.

Y-axis indicates percentage of youth who responded to the survey questions. Each of the attitudes included here shows significant differences in attitudes after participation in PYC; all paired t-tests were <0.001, n=595.

2016 Participants

12 OFFICERS AVG. YEARS SERVICE

2,214 PARTICIPANTS

39 SCHOOLS

13.5 AVG. YOUTH AGE

BALTIMORE CHESAPEAKE BAY OUTWARD BOUND SCHOOL ANNUAL REPORT 2016
Building Trust

After the PYC, 44% of Officers surveyed made significant positive change in their responses regarding stereotyped beliefs of youth.

96% OF OFFICERS SURVEYED THINK YOUTH ARE TRUSTWORTHY AFTER THE POLICE YOUTH CHALLENGE.

23% MORE YOUTH FIND OFFICERS TRUSTWORTHY AFTER THE POLICE YOUTH CHALLENGE

86% OF OFFICERS FEEL THAT THEY HAVE THE SKILLS TO POSITIVELY INTERACT WITH YOUTH AFTER THE PYC.
“MY PYC EXPERIENCE WAS A GREAT TIME. BEFORE I CAME I THOUGHT ALL POLICE WERE BAD AND AFTER TODAY I LEARNED THAT NOT ALL COPS ARE BAD COPS.” - Youth PYC Participant

Photo: Jamie Horton
EXPANDING OUR CLASSROOM

Our Sea Kayaking Program Finds New Home on the Nanticoke

In 2016, we expanded our Sea Kayaking program by increasing our fleet of kayaks and finding a new section of the Chesapeake Bay where we could challenge our students. We chose a highly diverse section of the Captain John Smith Chesapeake National Historic Trail, on the Nanticoke River - a trail established in 2006 by the National Parks Service. It is one of only two national historic trails on water and stretches approximately 3,000 miles along the Chesapeake Bay, the nation’s largest estuary. The historic routes trace the 1607–1609 voyages of Captain John Smith to chart the land and waterways of the Chesapeake. Today, the Trail’s environment looks much as it did when Captain Smith originally explored the area, as if it has been frozen in time.

During the season, we sent 9 crews of students to this new section of trail covering a span between Wetipquin Landing and Phillips Landing in Maryland. These crews paddled over 300 total miles, including a 35 mile expedition with our Board of Trustees who set out to see what our students experience on course.

See more about these types of courses, including videos from our inaugural year of Nanticoke expeditions on our website at outwardboundbaltimore.org/seakayak.

Photo: Zachary Shenal
“THERE IS A LOT MORE TO ME THAT I HAVE YET TO DISCOVER.” - Outward Bound Alumnus
THANK YOU TO OUR DONORS

Individuals (12%)

$100,000-$249,000
- Associated Black Charities
- Baltimore Gas & Electric Company
- France-Merrick Foundation, Inc.*
- Maryland State Department of Education - State Aided Institutions
- Middendorf Foundation, Inc.**
- Parks & People Foundation
- State of Maryland

$50,000-$99,999
- The Kahler Foundation
- Maryland Historical Trust**
- Outward Bound USA

$20,000-$49,999
- Arthur M. Blank Foundation
- Bunting Family Foundation
- National Fish and Wildlife Foundation
- Thomas Wilson Sanitarium for Children of Baltimore City

$10,000-$19,999
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- Mary Catherine Bunting
- Charles Crane Family Foundation, Inc.
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- Joseph R. and Kathy Hardiman*
- Lake Thoreau Entertainment
- Linehan Family Foundation, Inc.*
- Peter R. and Cynthia K. Kellogg Foundation
- Sana and Andy Brooks Family Fund*

Government (18%)

Corporations (28%)

Foundations (42%)

$5,000-$9,999
- AC and Kathryn George Family Charitable Gift Fund*
- Aegon Transamerica Foundation
- Eddie C. and C. Sylvia Brown*
- Brown Advisory
- George L. Bunting*
- Clark Enterprises, Inc.
- Clayton Baker Trust
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- The Conservation Fund

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- Beatty Development, LLC
- Charles and Sherry Fenwick Fund
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Kyle Smith
David Starnes
Suzy and Eddie Dunn Fund
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Scott and Lindsay Vane
Gordon R. and Diana Virgo***
Peter Winch

UNDER $200
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Amazon Smile
Michelle Andres
Scott Armstrong
Peter Baily
BCT Architects
Richard Bohrer
Dorothy L. Bowser
Darragh Brady
Jennifer L. and Darrell T. Bunkley
Beverly C. Compton, Jr.
Zack Davidson
Michael Doyle
Joseph and Juliann Duffy
John Enny
James Finney
Earl P. Galleher
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Patricia M.C. Brown and Joseph P. Gill
David Greenberg
Jennifer Hervy
Elizabeth Hobelmann
Gerald G. and Ann C. Hopkins
Melissa Jencks
Jennifer Jerger
Henry R. Jiles
Pace R. Kessenich
L&H Business Consulting, LLC
Sooz Laugen
Mary Lindahl
Henry Lowe
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Roberta Mathews
Henry McHenry
Samuel McMahan
Anita McMullin
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Sara I. Milstein
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Pittelkau Family Charitable Fund
Allen L. and Karen B. Plaster
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Jamie Seward
Kathryn Spearman
J. Snowden Stanley
Truist
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Betsy Wasson
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KIND Snacks
Terra Zvara
Wegman's Owings Mills
Wild Birds Unlimited
WYPR

* Frisch Endowment Donor
** capital campaign donor
*** Wetherbee Endowment Donor
Patrick F. Noonan was recognized as the Baltimore Chesapeake Bay Outward Bound School’s 14th Annual Cornerstone Awards Dinner honoree. Mr. Noonan is the founder and chairman emeritus of The Conservation Fund; a non-profit organization dedicated to conserving America’s natural and historic heritage. Working with public and private partners, The Fund has protected over 7.6 million acres of America’s outdoor heritage since its founding in 1985. The Conservation Fund has been a leader in land conservation in the Chesapeake Bay Watershed conserving over 325,000 acres in the past two decades.

Mr. Noonan also co-founded and currently serves on the board of the Chesapeake Conservancy, formerly known as the Friends of the Captain John Smith Chesapeake Historic Water Trail.

It was an honor for BCBOBS to recognize Mr. Noonan at the event for his dedication to the community and preservation of America’s natural resources.

Photo: Natalie Abbassi
STUDENT SPEAKER

Zachary Shuler
Youth Leadership Corps Alumnus

“On the Outward Bound expedition, I was able to form emotional connections with my crewmates. As the youngest member in the group, other teens took me under their wings, as if I was their kid brother, but I was still expected to pull my weight. We shared many stories and jokes. We cheered each other on as we crossed a river with fast-moving rapids. We bonded over meals of boiled, grey mush. Ultimately, we learned to trust one another on the mountains and on the river.

I felt accepted for who I am. I no longer was an outsider but felt included, and I had never felt so close to a group of my peers, who felt like family members.”
We believe that Character Education is important for all students, no matter where they go to school. Our team went out into the field to meet real students - and talk to them about their experience. You can hear the full stories from each student on our YouTube channel and stay up to date on future stories for youth on course with us each season.

Kwali, a student from Southwest Baltimore Charter School, shared a moving story about how his expedition with fellow students made him want to become a ‘better person’. Having time to step away from the sounds of the busy city and reflect meant a lot to him and his personal growth.

Natasha joined her crew in the wilderness along the Appalachian Trail only two weeks after arriving in the United States from Kenya. She shares a valuable lesson to us all, as she learned to stay positive and grateful for the opportunity to try new things.

Rob, came all the way from Episcopal High School in Virginia, a school we’ve worked with for nearly 20 years. When we met up with him during their rock climbing day, he told us how surprisingly fun the expedition was, despite all the challenges along the way.

Video production done in partnership with Wide Angle Youth Media.
“ONE THING I’M GONNA TAKE AWAY IS DEFINITELY KNOWING THAT LIFE IS SHORT. LIFE IS REALLY SHORT. A LOT OF TIMES WE DON’T STOP AND THINK OF THE BEAUTY OF LIFE.” - Kwali McLean, Alumnus

Photo: Zachary Shenal
A FEW WORDS FROM DAVID:

Why do I enjoy working for Outward Bound?

What keeps me coming to work are the students and participants of our programs. Observing and celebrating the a-ha! moments with them, being a listening ear for when they choose to be vulnerable with the group, and their desire to reflect on the past and present to apply to the future. Having the ability to facilitate individual and group socio-emotional learnings around a moment or a mindset from a day program has been a real gift to me. This gift has helped me think creatively about my approach to questions, metaphors, and how to best tailor a program or an initiative to any student in front of me.
INSTRUCTOR FEATURE

David Friedman began working with the Baltimore Chesapeake Bay Outward Bound School as a summer apprentice in 2015. This School drew his interest because of its place between the wilderness and the city, and the chance to work with such a wide variety of local students in so many different settings.

David’s BCBOBS highlight has been being on the founding team of facilitators for both the Police Youth Challenge and the Lillie May Carroll Jackson School Program. As BCBOBS was working hard to develop these programs, David’s insight and awareness of the city and students were vital to shaping these programs into what they are today.

David has grown to be a mentor and leader among his peers-offering guidance, resources, and advice to so many. David works for Baltimore Outward Bound as a trainer, and most recently co-led this year’s urban staff travel!

David pays close attention to creating individual, creative, and meaningful programs for our participants from middle schoolers to Executive Directors. David has worked on professional programs including the admin team of Baltimore City Recreation and Parks, T.Rowe Price, MD Department of Social Services, and the staff at Kingsman Academy and Carter G. Woodson.

Whether he is designing a program or working on a team with other facilitators, David is focused on creating a unique and personal experience for everyone. His genuine desire to listen to participants helps create an atmosphere that allows each student to be open, communicate, and thus come away with deep learning.

This fall, David will begin a graduate program at the University of Maryland in their school of Social Work as well as working part-time with Outward Bound. We are so excited for David’s next opportunity!
A FEW WORDS FROM CLINTON:

Clinton Daly
Chairman Emeritus
Partner, Brown Advisory

“Upon my return to Baltimore in 1994, I was soon introduced to Outward Bound by its executive director, David Starnes, who had become the VP of the Baltimore Police Athletic League when I served as its President. We were both focused on and passionate about inner city youth. He encouraged me to go on an Outward Bound invitational where I was chosen from a line up by Delegate Maggie McIntosh to be her canoeing partner. While paddling down the Potomac in western Maryland I asked Maggie what she did whereupon she asked me where I lived...her answer forthcoming was “I am your delegate!” Laughter ensued until the adrenaline rush from rescuing a capsized canoe carrying our food brought us around. As we approached the river bank to disembark and set up camp, we found that a high riverbank and trees required a deep water exit. So, I waded up to the bow and asked Maggie if she wanted a piggyback ride, which she happily accepted. From that moment on I referred to her as Queen Margaret. We have been friends ever since despite the fact that the rain that ensued never let up and we were all wet 24/7 for the next three days.

Last year’s Nanticoke River invitational reminded me that nature is God’s outdoor classroom for striking a balance of fun and reflection. Ginger Mihalik told us around the campfire that we would break camp and be on the river at 5:30 a.m. and that we would observe two hours of silence as the sunrise painted the sky and awoke the residents of the river paradise. Incredible!

Outward Bound has given me an expanded awareness of life’s lessons including the meaning of digging deep, understanding that the reward of faith is seeing what one believes in, and embracing Dr. Lillie May Carroll Jackson’s credo that “service to people is the rent one pays for one’s space on earth.”

Photos: Jay Fleming

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LEADERSHIP FEATURE

Clinton has served on the Board of Trustees of BCBOBS for 12 years which includes his time as Board Chair and member of the Development, Nominating, and Capital Campaign committees. Since Clinton became involved, BCBOBS has seen many positive changes and has evolved into a growing and thriving organization due in part to his consistent presence and volunteer fundraising leadership. In 2009, Clinton challenged himself and fellow board members, Andy Brooks and A.C. George, to climb Mt. Kilimanjaro. In the process the group turned their trek into a fundraiser for BCBOBS and raised more than $52,000.

Clinton’s work for BCBOBS goes beyond the Board of Trustees and extends to the larger philanthropic community by bringing new donors to the organization. He opens doors, makes the ask, and goes to bat whenever he’s called. Through his leadership and volunteer fundraising expertise, Clinton Daly has not only climbed mountains for Outward Bound but is fully invested in moving mountains for Baltimore’s youth. He has an indomitable passion for helping Baltimore City youth and a keen business sense that has led to expanded investment in Outward Bound.
Andrew M. Brooks
Chair of the Board
VP- Head of U.S. Equity Trading
T. Rowe Price

Bonnie Caslow Allan
Volunteer

John Avirett
Partner
Greenspring Associates

Alfred R. Berkeley, III
Vice Chair
Princeton Capital Management LLC

H. Stacey Boyer
Attorney

Marc G. Bunting
Founder and CFO
Alpine Bagels and Brews, Inc.

AJ Caputo
Director
CRC Partners

Jacqueline M. Carrera
Trustee Emeritus
Volunteer

James Carter
Senior Partner - Americas
Effective Leaders, International

David M. Citron, CFA
Chief Investment Officer
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Luke Cooper
President & CEO
Fixt

Sita Culman
Trustee Emeritus, Founding Board Member
Volunteer

Clinton R. Daly
Chairman Emeritus
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Senior Manager, Talent Management & Organizational Development
Baltimore Gas & Electric

Sally J. Michel
Trustee Emeritus, Founding Board Member
Volunteer

Richard H. Rapuano
Consultant

Brett Rogers
Head of Legal, Chief Compliance Officer
Brown Advisory

Lisa Millspaugh Schroeder
President & CEO
Parks & People Foundation

James W. Smith
Founding Board Member
Subway Development

Ginger Mihalik
Executive Director