



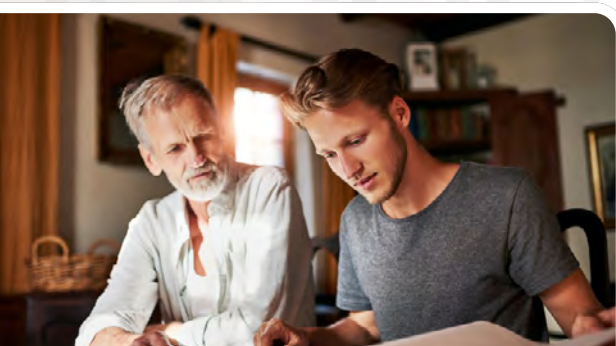
Empowering Entrepreneurs

2021 SCORE Annual Report



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Letter from the SCORE CEO

FY21 continued to challenge small business owners as the impact of the COVID-19 pandemic lingered in the American small business community and an employment crisis loomed. Our fall Megaphone of Main Street data report showed that two-thirds of small business owners had job openings they could not fill. Hiring was rated as business owners' number one challenge, displacing years of previous data that top-ranked finding financing and finding customers.

Business owners continued to reach out to SCORE for help navigating these significant challenges. Throughout the year, SCORE volunteers provided nearly 4.6 million hours of critical and timely mentoring and education, supporting clients in navigating funding

"Last year, SCORE helped our clients start 25,084 new small businesses, in turn creating 71,475 new, non-owner jobs. Despite the immense challenges posed by the COVID-19 pandemic, 77% of our clients stayed in business. That's powerful!"

options, finding customers, responding to employee challenges and adapting daily operations. Working with our corporate partners and sponsors, SCORE continued its valuable work through the Small Business Resilience Hub, guiding small business owners through online mentoring, resilience training and partner resources. The Hub has now helped more than 850,000 business owners survive and thrive.

Knowing that the road to entrepreneurship is harder for some than others, SCORE maintained its focus on diversity, equity and inclusion. Diverse volunteer committees are strengthening our inclusive environment to ensure all volunteers are engaged and all clients are served well. Through our SCORE for All initiative, educational resource hubs now exist for Black, Hispanic, women and veteran entrepreneurs, with plans to add new hubs for rural, Asian Americans and Pacific Islanders (AAPI) and disabled entrepreneurs in the year ahead. SCORE is now linked to new networks of underserved clients through alliance partnerships with organizations including the U.S. Hispanic Chamber of Commerce, The Latino Coalition, Women Entrepreneurs Grow Global, the BIPOC Support Foundation, the National Black Chamber of Commerce and the Tougaloo

College Research and Development Foundation consortium of Historically Black Colleges and Universities (HBCUs).

As the client profiles in this annual report demonstrate, entrepreneurs are starting successful businesses with help from SCORE. Last year, SCORE helped our clients start 25,084 new small businesses, in turn creating 71,475 new, non-owner jobs. Despite the immense challenges posed by the COVID-19 pandemic, 77% of our clients stayed in business. That's powerful! I hope you feel as inspired as I am when I hear how SCORE has helped entrepreneurs achieve their dreams.

Our clients are counting on SCORE's continued guidance and support to help them succeed. To our clients, volunteers, Board of Directors, staff members, corporate sponsors and other key partners – please know that we couldn't have achieved so much in 2021 without you. Thank you for your important contributions to our mission.

Bridget Weston
CEO



A handwritten signature in black ink that reads "Bridget Weston". The signature is written in a cursive, flowing style.

Empowering Entrepreneurs:

Client Impact Survey Demonstrates Results

Each year, SCORE, with the support of the SCORE Foundation and PricewaterhouseCoopers (PWC), conducts research to measure SCORE's engagement and economic impact on the U.S. economy. Results from the 2021 study show SCORE's client satisfaction remained high for the thirteenth year in a row. Beyond satisfaction, SCORE's 2021 Client Impact Survey measured client engagement, revenue, business creation and job creation among other metrics. 22,844 small business clients nationwide completed the survey between October and December 2021. Total numbers were calculated with straight-line extrapolation from the survey respondents to the total number of 2021 SCORE clients (141,599).

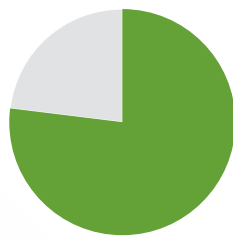
Survey responses share how clients perceive SCORE and whether the organization's actions and influence align with SCORE's overarching brand and promise.

Throughout 2021, SCORE offered notable value to entrepreneurs and small businesses nationwide:



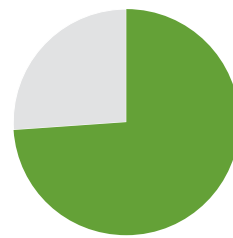
86%

of clients would
recommend SCORE
to family and friends



77%

of clients remained
in business
throughout 2021



74%

of clients confirmed
SCORE helped them
with their business

The SCORE
client base
in 2021:



63% Women



47% Minorities



9% Veterans

25,084

New Businesses
Started

71,475

Non-owner jobs
created

96,559

Total jobs created

\$164

cost to
create one
new job

\$466

cost to create
one new
business

4.58 Million

SCORE volunteer hours

(THAT'S 190,850 DAYS – 522 YEARS – OF EXPERTISE AND ADVICE!)

1,500+ communities

10,000+ volunteers

141,599

clients served
across

326,617

mentoring
sessions

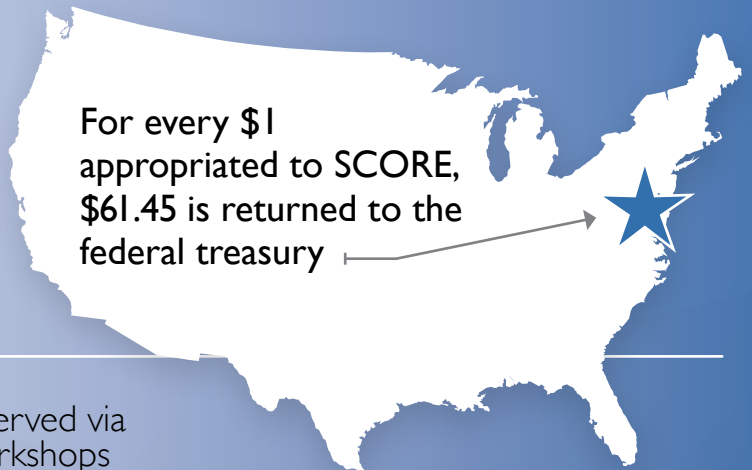
280,732

attendees served
across

9,628

local
workshops

For every \$1
appropriated to SCORE,
\$61.45 is returned to the
federal treasury



241,897

attendees served via
national workshops

SiteWell Solutions

Chelsea Kidd admits, “It’s a beast to take an idea I’ve always thought about and create a fully formed business.” But that’s exactly what she did. In line with her success, Chelsea says, “Now I’m a SCORE evangelist!”

Chelsea, a certified personal trainer with a background in exercise science, resigned from her corporate wellness job and moved to Montana in early 2021. Once there, she launched SiteWell Solutions, which offers customized health, wellness, and safety services for organizations. SiteWell provides in-person or virtual health and nutrition coaching, fitness classes, 5k events, targeted injury prevention clinics and more to fit the needs of employees for the nature of work performed. Her strategies are based on worksite wellness models that bolster productivity and morale through stress management, strength and resilience training.

“I love the opportunity to influence employee wellness

policies in a workplace, to create a culture of wellness – on a bigger scale – to ultimately reduce health insurance costs, prevent on-the-job injuries and create healthier, happier workers,” she explains.

Chelsea first connected with her SCORE mentors, Frank Tidikis, Brian Cassell and Rick Sanders in 2019. Back then, she was still working for her employer, but she wanted to gain skills to set the foundation for her future business goals. Her mentors helped her establish a business plan, marketing strategy, scalable scope, etc. They also helped with prospecting and public speaking.

Chelsea has now gained the confidence she needs to “step out from behind my logo and put my face out there to knock on doors. I now feel excited to tell people about myself and my business.” Her mentors helped her overcome her previous fears of failure and find a rich sense of happiness in her work.

If Chelsea could offer advice to someone who’d also like to start



a business, she would immediately tell them to reach out to SCORE: “No matter where you are in your journey, call them. Don’t wait for the stars to align. Just take baby steps and go for it!”

“[My SCORE mentors have] been wonderful. They take things at my pace.”

sitewellsolutions.com

Owner Chelsea Kidd

Mentor(s) Rick Sanders (also Frank Tidikis and Brian Cassell)

Location Bozeman, MT

Patricia Services, LLC



Patricia Wynn is a Lifestyle Manager and Assistant. She comes to your home and assists you with anything you don't have time for such as cooking, cleaning, running errands, laundry. She'll help with anything that keeps your house in order, to make your life better.

"I focus on your errands so you can focus on your career and enjoy your life," she explains.

As a former general manager for McDonald's in Atlanta and then store manager at Wendy's in North Carolina, Patricia spent more than 30 years rising through the ranks of the fast food industry. The discovery that she had coronary artery disease, along with growing concerns over COVID, led her to pivot her career and take control of her livelihood. That's when she reached out to SCORE to find a mentor who could help her start a business.

Patricia had admired her mother's work in homecare and thought of ways she could adapt this kind of work based on her own skills. She explains, "I thought I'd try care.com to see what type of help people needed. There are a lot of people who need help with things like cooking, laundry, cleaning... so I signed up and met with my first clients."

After a while, Patricia knew she could do this work without a

middleman and could make more money if she started her own business in "Lifestyle Management." She explains, "That's when I connected with Maxine Stern, my SCORE mentor, who gave me good advice about how to get an LLC, create a website, join LinkedIn, and make business cards. Things like that. She was never negative, only positive. She held me accountable to keep moving forward with my dream to start a business." By April of 2021, Patricia felt she was ready to launch Patricia Services, LLC.

Now Patricia has 10 active clients and hopes to have 20 by the end of the year if she can hire a responsible employee to help her keep up with demand. She especially hopes to tap into the "millennial" population of clients.

Thanks to encouragement from her SCORE mentor, Patricia is thrilled to be an independent small-business owner. She's thriving in her feelings of empowerment.

www.wynnpatty.com

Owner Patricia Wynn

Mentor(s) Maxine Stern

Location Hillsborough, NC

"If you have a dream, go for it ... do not let fear be a factor. Fear kept me in the food industry for too long. Now, I love my work. I feel satisfied, I'm not stressed, I set my hours, I feel loved."

VOLTA ion

As a passionate mechanical engineer with a degree in business and love for the arts, Chris Rourk, founder of VOLTA ion in Miami, has tremendous vision. For decades he worked for corporations in the automotive service industry, but in late 2019, he was ready to launch his own business to push the industry into

“I want to build machines that help humans, making service-sector jobs easier with fewer injuries. I’ve watched the automobile industry evolve and go green, but not the equipment used to service those machines. Our work will change the norm in the market for the better.”

the future.

Then COVID brought chaos. His investors backed out and everything stalled. Fortunately, Mark Aledda, a banking expert, served as Chris’s SCORE mentor. Mark spent time working with

Chris via Zoom to figure out next steps, business plans and projections. Mark was open and direct, helping Chris understand basic bank underwriting and lending principles while Chris continued to perfect the engineering of the final product. As a result, VOLTA ion’s first ever wireless/cordless heavy-duty jack became a masterpiece, with an innovative, sleek design and engineering that is truly ground-breaking.

Thanks to Mark’s consistent support and friendship during this period, Chris was also able to secure working capital from Miami Bayside Foundation. VOLTA ion launched in 2021 with a buzz of excitement as clients learned about their products. Chris enthusiastically explains, “Now we can work on a line of new equipment – with robotics that enhance human motion – totally changing the way vehicles are repaired: no noise, so easy, ergonomic, safer, better for the human body. Our jacks are just the start.”

As Chris looks back at the long path he’s taken, he encourages future small business owners to learn from their setbacks and always move forward. He says, “I’ve felt many times that people give up at the last minute – but I think they



should never stop following their dreams. They should make their talents grow and never set limits.”

As a Latino business owner, Chris proudly considers the tenacity he’s needed to start his new business. He recognizes the importance of his valued employees on one hand and his SCORE mentor on the other. Chris is most excited when he can nurture his employees’ ideas and see them smile after each hard-earned success: “I love to see vast potential in human capability!”

www.volta-ion.com

Owner Chris Rourk

Mentor(s) Mark Aledda

Location Miami, FL

Digital with Danielle

Danielle Neal is a 25-year-old Baltimore-based entrepreneur who started her business, Digital with Danielle, in 2020. At first this work was essentially a side hustle, where she offered advice on how to use social media and its new features through Instagram Live. Her fun conversations there taught her that women, especially, face unnecessary barriers and a lack of

answer questions, think strategically, raise funds and even change her messaging to match her expertise. After bi-weekly Zoom meetings with Rich throughout the pandemic, Danielle decided to quit her teaching job in 2021 and launch Digital with Danielle.

In just one year since starting her business, Danielle is busy with clients and filled with confidence

her SCORE mentor helped map revenue for growth but, more importantly, “map her legacy.” As a first generation entrepreneur, she is glad to tap her newly gained skills to help her community grow, too.

Danielle would tell future business owners: “Believe in the vision you have. Know that you can be seen and valued for what you bring to the table.” In addition, she encourages entrepreneurs to reach out to SCORE for support: “You can do so much more when you get help.”

“My SCORE coach taught me that I can have premium clients. I learned to ignore my initial feelings of ‘imposter syndrome’ because I have more experience in this than others. I have a lot to offer.”

confidence when using social media platforms for business growth. She instinctively knew she could be an empowering force in this arena and excel at addressing people’s social medial pain points.

Before taking the leap to start a business, Danielle was a full-time schoolteacher. With no prior business experience, Danielle tapped into SCORE. Her SCORE mentor, Rich Rubinstein, helped her

and excitement. “I don’t think of myself as ‘small’ because of the small business title. I am really creating a global brand,” she explains.

Danielle loves what she’s doing, and her bubbly excitement can be felt immediately. She believes

www.digitalwithdanielle.com

Owner Danielle Neal

Mentor(s) Rich Rubinstein

Location Baltimore, MD



STARTUP roadmap

The path to business ownership is an exciting journey but also a challenging one. SCORE's [Startup Roadmap](#), sponsored by FedEx, offers entrepreneurs a step by step guide to navigate a successful business launch. More than 77,000 people have used the guide since it debuted in 2020, with more than 225,000 pageviews. Detailed information, templates and resources guide new business owners through

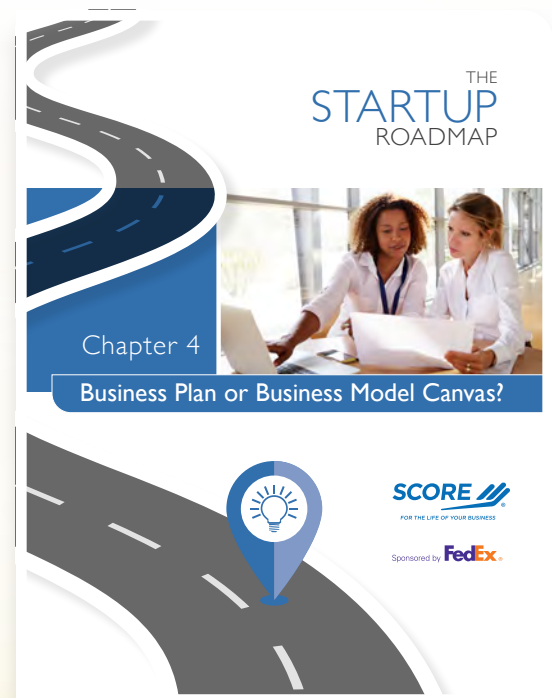
difficult tasks including creating a business plan, finding funding, pricing, staffing and marketing.

Understanding that prospective clients may visit SCORE at different parts of the journey, the program was built to be flexible, allowing small business owners to work with a mentor and tailor the content to suit their needs.

Clients agree that the content helps demystify the startup process:

"This has really allowed me to start putting things down on paper. I like the pre-generated documents that were nice tools and easy to use. I can use them for other ventures, as well!"

"I love studying the StartUp Roadmap. I believe it is the most accurate education (other than attending college) to learn the skills needed for successful business continuation."



sponsored by



Resilience Hub

At SCORE, we know that disasters, economic downturns and catastrophic events can present unprecedented challenges for small business owners. That is why we developed the **Small Business Resilience Hub** to provide disaster preparation, recovery and resilience resources to help small businesses thrive despite unexpected interruptions. To date, we've helped more than 850,000 business owners, made possible with the support of our sponsors and the efforts of our volunteers.

"My SCORE mentor was an excellent listener, coach and mentor throughout the COVID pandemic. He was calm, professional and worked with us to find appropriate resources to stay abreast of changing protocol and manage staff during a mandatory shut down."

— Shannon Woods

Owner, [Woods Orthodontics](#) about mentor Ed Weiser

"I am so very grateful for the opportunity to work one-on-one with Pat Wentte and the SCORE family during my startup process. Being able to meet virtually was so critical due to the pandemic. Mentorship is a necessity for all new business owners."

— Veatrice Conley

Owner, [Unveiled Bridal Studio](#) about mentor Pat Wentte



The SCORE Small Business Resilience Program is presented by:



Sponsored by:



LiveChat

Sponsored by:



To serve the needs of business owners seeking critical and immediate guidance during the pandemic, SCORE developed **LiveChat**. This new feature on SCORE.org connects entrepreneurs with expert mentors 24x7 to chat live online or get answers to urgent questions. More than 14,350 chats were held in FY21, providing personalized business advice and directing business owners to the tools and resources they needed when they needed them.



"Tom was very helpful in getting me started and leading me to great SCORE resources."

"Spencer was super helpful and was a calm reassurance that I still have time to essentially save my business. He is truly an amazing person!"



MEGAPHONE OF MAIN STREET

The Megaphone of Main Street is a biannual data report that showcases survey responses from SCORE's large, diverse population of clients to cultivate a more accurate understanding of the true state of today's Main Street, USA. This data fills a gap in the existing small business research by diving deep into the motivations and experiences of American small business owners as they navigate challenges and embrace entrepreneurial opportunities.

Unsung Entrepreneurs

Three groups of entrepreneurs consistently outperform others as engines for the small business economy. They start businesses at higher rates and operate more small businesses than others, yet they are consistently overlooked and often climb steeper hills to achieve their goals. These distinct "unsung entrepreneurs" are: first generation or immigrant entrepreneurs, veteran entrepreneurs and encore entrepreneurs (those age 55 and older). In the spring 2021 installment of [SCORE's Megaphone of Main Street](#) we examined "unsung entrepreneurs" as critical representatives of the current U.S. small business landscape. Below are the key findings:



Part 1: Immigrant Entrepreneurs

- Immigrants are 40.2% more likely to start a business and are more optimistic about hiring new employees than others.
- Immigrant entrepreneurs cite job discrimination 52.6% more often as a motivating factor to start their own business.
- Immigrant business owners are more likely to seek financial support and less likely to receive it. They were rejected 72-83.5% more often when seeking expanded lines of credit, crowdfunding, new investors, support from online lenders and veteran loans.

Part 2: Veteran Entrepreneurs

- Nearly 42% of the veteran business owners surveyed have a service-related disability. Many note the obstacles they face due to disability or bias.
- Veteran business owners are twice as concerned about business regulations, 25.9% more concerned about their lack of connections, 23.3% more concerned about financing, and 14.9% more concerned about getting customers than non-veterans.

[continues on next page](#)

Unsung Entrepreneurs

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Part 3: Encore Entrepreneurs

- Encore entrepreneurs are 25.1% more likely to cite their skills in effective business planning as a strength compared to younger business owners.
- New technology is a higher concern (22% higher) for older (versus younger) business owners. On the other hand, they worry less about customers, cash flow or connections.
- Encore entrepreneurs are less likely to seek financial help or accrue debt from any source, but up to 62% more likely to receive non-government aid and 20-46% more likely to be approved for government aid, including PPP loans, unemployment insurance and other sources of federal/state financial assistance.

One of the Megaphone's main goals is to raise brand awareness for SCORE through thought leadership in major media outlets. The Unsung Entrepreneurs data report generated press release pickups in over 350 outlets, including the Associated Press, [The Street](#), [Yahoo Finance](#) and [The Guardian](#), resulting in a total potential audience of 345 million viewers.

[Read the full Unsung Entrepreneurs data report here](#)

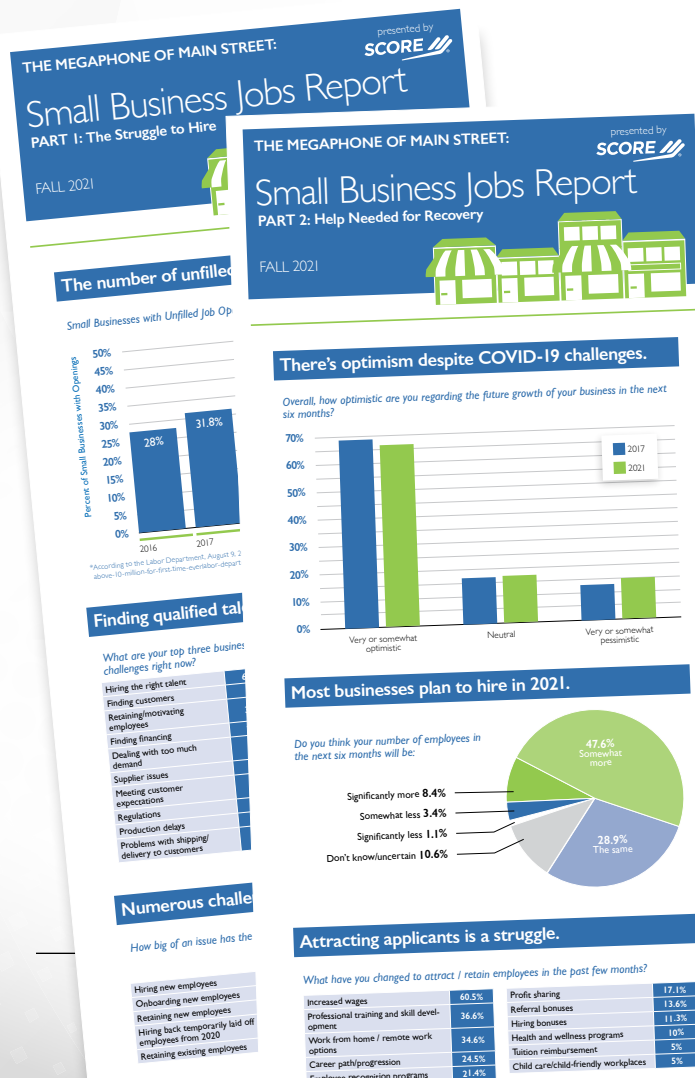


Small Business Jobs Report

The fall 2021 edition of the Megaphone of Main Street focused on the employment crisis. [The Small Business Jobs Report](#) showed that two-thirds of small business owners have unfilled job openings and currently rate hiring as their top challenge – beating previously longstanding top challenges of finding financing and finding customers. Business owners want better healthcare options, loan forgiveness and access to capital. Read more about [The Struggle to Hire](#) and [Help Needed for Recovery](#).

Key findings:

- Employment challenges currently rank highest among business owners. “Hiring the right talent” is the number one challenge (63.4% of business owners). In 2017, financing challenges were ranked higher.
- Two-thirds of business owners (61.2%) report having unfilled job openings within the past six months.
- Pressure to increase wages to stay competitive now impacts twice as many business owners (54.7%) compared with 2017 survey results (26.2%).
- Despite recent challenges, 67.2% of business owners surveyed report feeling optimistic about the next six months. This shows little decline compared to 2017 survey results showing 69% optimism.



The Small Business Jobs Report generated press release pickups in 377 outlets, including the [Associated Press](#), [Yahoo Finance](#), Market Watch and [Markets Insider](#), attracting a total potential audience of 236 million viewers. Media coverage included stories in [The Business Journals](#) and live TV interviews on [Newsy](#) and the Black News Channel.

Cultivating a DEI Culture at SCORE

SCORE is committed to cultivating a culture of diversity, equity and inclusion (DEI) among our volunteers, staff and Board to better serve our clients and engage our volunteers. We strive to build a welcoming environment where everyone feels valued and is confident they belong, helping us to work together and achieve more.

SCORE believes in the importance, value and power of diversity – diversity of people and diversity of thought. To that end, in FY21 SCORE embarked on the first phase of a multi-year, strategic DEI plan focused on the five key areas listed below:



- **COMMUNICATION**

Ensure consistent and easy-to-understand messaging on SCORE materials related to DEI.

- **EDUCATION**

Support DEI education program to achieve culture of inclusion.

- **PROCESSES**

Oversee program implementation.

- **ACCOUNTABILITY**

Measure and evaluate the progress of DEI efforts.

- **COMMITTEES**

Provide insights to leadership through open two-way communication with diverse volunteers.

DEI toolkits were developed to help volunteer leaders create plans to cultivate an inclusive culture in their individual chapters. The toolkit includes: SCORE DEI Roadmap, DEI Messaging Guide, Chapter DEI Assessment, DEI Education Modules Overview Description and Thought Starters.

Thank you to our DEI Ambassadors throughout the country who are helping to lead this program.

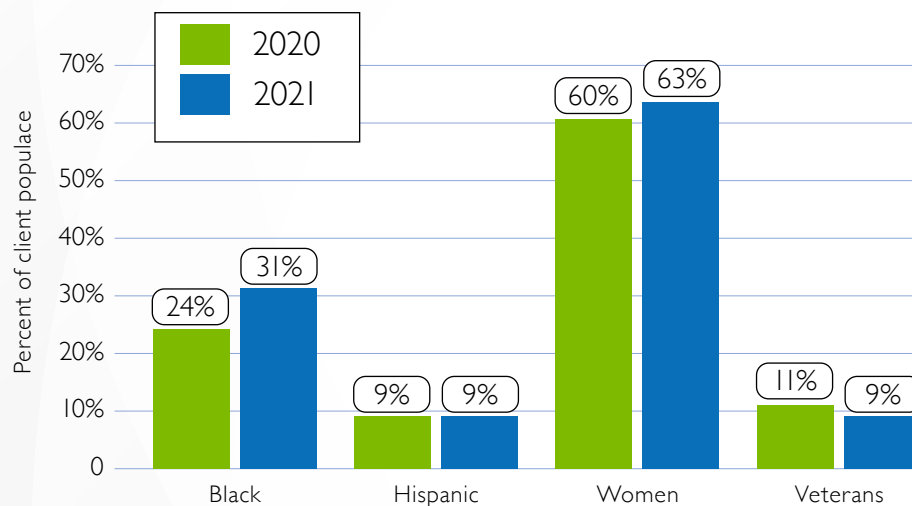
DIVERSITY, EQUITY AND INCLUSION

SCORE for All

At SCORE, we believe that anyone can start a small business with the right support. We also know that the road is harder for some than for others. Recognizing that diverse backgrounds, different voices and unique needs may call for specialized resources or a personalized approach to mentoring, **SCORE for All** was developed. This program is sponsored in part by the SCORE Foundation, the Deluxe Corporation Foundation, the Equitable Foundation and Advance Your Reach.



SCORE Client Demographics



In FY21, SCORE developed specific hubs within SCORE for All focused on the needs of women entrepreneurs, Black entrepreneurs, Hispanic entrepreneurs and veteran entrepreneurs, with additional hubs planned. This wholly-inclusive online platform, together with culturally-sensitive mentoring, provides resources and training tailored to meet the needs of these diverse communities. Within each hub, SCORE mentors from these underserved segments who are available to support business owners through their own journey are profiled, along with inspiring examples of successful clients that have reached their goals through the support of SCORE services.

The SCORE for All resource hubs received nearly 100,000 visitors in FY21, with many more underserved groups reached directly through mentoring and workshop services. Highlighting areas of growth, SCORE's client base saw a 7% increase in service to Black entrepreneurs and a 3% rise in women served.



Women Entrepreneurs



Hispanic Entrepreneurs



Black Entrepreneurs



Veteran Entrepreneurs

Volunteer Recruitment:

Media Campaign Focused on Reaching Diverse Audiences

In FY21, SCORE developed a targeted media relations campaign to support minority-owned businesses and promote volunteer recruitment of Black and Hispanic business owners as mentors. The campaign included creating custom outreach materials in both English and Spanish, deputizing Black and Hispanic SCORE clients and mentors as media spokespersons and extensive pitching to media outlets nationwide.

The media campaign raised significant awareness for SCORE, resulting in nearly 1,300 clips, 96 million impressions and an ad value equivalency of \$894,250. Stories included the [New York Times](#), [NBC Miami](#), [Great Day Washington](#) and [Authority Magazine](#). An article featuring the benefits of volunteering with SCORE was distributed via NAPS - a syndicated press platform - resulting in an additional 1,247 placements that reached three million print readers and a potential online audience of 70 million.

Relationships were also forged with key organizations within the Black and Hispanic communities to foster awareness of SCORE and its offerings, including the U.S. Black Chambers of Commerce and the U.S. Hispanic Chambers of Commerce.



1,300 clips
96M impressions
\$894,250 ad value

The New York Times



El Tiempo Latino

"There's not enough ink in my pen to write about everything that's great about my mentor, Mr. Mark Maguire. What makes him an exceptional mentor are the qualities he possesses naturally: his willingness to share his genius, skills, knowledge, and expertise - at a level that's not condescending or confusing - in a concise manner that makes it easy to understand."

— Ursula Augustine *Ursula's About Phace Rittenhouse Studio*

Driving Client Success:

Volunteer Engagement Survey Results Remain Strong

Each year, SCORE's 10,000+ expert volunteers provide business mentoring and education through more than 240 chapters in 1,500 communities nationwide, empowering local business owners, boosting regional economies and growing the American economy.

Volunteers come from across the country and offer diverse backgrounds and expertise in different areas of industry. All are experienced businesspeople with a passion to help small business owners succeed. About half are currently working as entrepreneurs

or executives, with the other half retired. The overall 2021 client engagement index score was an impressively high 4.19 on a 5-point scale, even higher than 2020. SCORE's overall NPS (net promoter score) is a reputable 83.52.

SCORE volunteers are the lifeblood of our organization. The annual Volunteer Engagement Survey provides SCORE's leadership with in-depth measurement of volunteer satisfaction and engagement. Feedback given through the survey

is used to inform SCORE's strategy and future direction.

Engaged Volunteers

Survey results indicate that overall engagement continues to be strong throughout the pandemic. SCORE volunteers maintain an engagement level of 4.40 on a five-point scale.

Volunteer
Engagement Score:

4.40



“This is the highest engagement rating SCORE volunteers have had in the past 10 years – they showed up for small businesses during the pandemic, more than ever!”

– SCORE Vice President of Field Operations Doug Nohe

2021 National Chapter of the Year: Washington, D.C.



SCORE Washington D.C. was named the 2021 National Chapter of the Year by the U.S. Small Business Administration.

The Washington D.C. chapter was selected from among 241 SCORE chapters nationwide based on its quick and effective response in supporting small business owners during the COVID-19 pandemic. Many business owners reached out for help, as illustrated by the chapter's 28% increase in total services in 2020.

When the pandemic hit, SCORE Washington D.C. moved operations to an all-virtual mentoring format, allowing it to support business owners without missing a day of service. Volunteer mentors successfully walked business owners through PPP and EIDL loan applications and provided valuable advice on pivoting operations, adapting marketing strategies and making critical decisions about employees.

"It truly takes a village, and our volunteers are extremely dedicated and hardworking. I would like to especially thank the leadership and efforts of my predecessor, Gary Salisbury. As a result of all chapter efforts, we are proud to say, 2020 was our best year ever in providing client services."

"This chapter's success goes far beyond 2020

metrics," said SCORE Vice President of Field Operations Doug Nohe. "Over the past several years, SCORE Washington D.C. has consistently ranked in the top five chapters for the number and quality of client services delivered, for increased satisfaction of chapter volunteers and for expanded outreach in the local community."

"I am so proud of our team and the work we've been able to do to help small business owners thrive, despite this pandemic."

– Chapter Chair Mariann Zylstra

Looking towards the future, SCORE Washington D.C. continues to strengthen partnerships with community organizations in an effort to expand vital small business mentoring and educational services in the metro area. Current partnerships include the Women's Business Center of Northern Virginia, the Black Chamber of Commerce in Washington D.C., the Greater Washington Hispanic Chamber of Commerce and others.

The SCORE Washington D.C. chapter was honored with the SCORE Chapter of the Year Award during a virtual awards ceremony on Feb. 17, 2021. Visit them online at washingtondc.score.org.

Regional SCORE 2021 Chapter of the Year award winners include: SCORE Kansas City, Cleveland, Rhode Island, Greater Seattle, North Metro Atlanta, Houston and Santa Barbara chapters.



Engage Rollout Complete:

New CRM Will Improve User Engagement

Over the past two years, SCORE designed, built, tested and rolled out a new Customer Relationship Management (CRM) system: SCORE Engage. Designed to facilitate and improve the quality of user engagement through the organization's three major user journeys – client mentoring, volunteering and training – Engage implementation was completed in FY21.

Engage improves the mentor matching process and provides better insight into chapter performance through reports and additional tools that enable integration between systems and data.

Refinements to Engage are ongoing based on stakeholder feedback and as needed due to the shift to virtual delivery of services. A volunteer group, including representatives of all SCORE regions and chapter sizes, helps inform the business requirements, system user experience, features, functionality, training and support of SCORE Engage.

SCORE[®] ENGAGE

Chapters currently live in Engage:

100%

- Over **9,000 active and provisional volunteers** are currently on the system.
- Of those, **over 96% have logged in the last six months**. This is a metric that we will continue to report on as a measure of volunteer engagement as well as the following:
- **Total unique logins: 69%** of active and provisional volunteers have logged in during the last month.
- **Average logins per day: 1,677.**



SCORE BOARD OF DIRECTORS – OFFICERS

Scott Harkins, Chairman of the Board



Scott Harkins leads the Global Portfolio Marketing for FedEx Services and oversees: global digital; global customer segment and experience design; global products, solutions and business agility and global marketing foundations talent development program. He is responsible for the creation and execution of global marketing programs, including digital transformation, e-commerce and global products and business agility. Prior to his current role, Scott served as the vice president of strategy and product management, director of FedEx Kinko's marketing and director of segment and alliances marketing. He joined FedEx in 1992 in the pricing department. Scott earned his Bachelor of Science in mechanical engineering from the University of Notre Dame and his master of science in management from Georgia Institute of Technology.

Mary Landry, Vice Chairman



Rear Admiral (Ret.) Mary Landry of Belmont, Mass., is the director of the United Services Automobile Association (USAA), a Fortune 125 company serving more than 11,000 military members and their families with highly competitive property and casualty insurance, banking and financial services. Mary has more than 35 years with the government, including service on the White House National Security Council as a special assistant to the president and senior director for resilience policy, and active duty in the United States Coast Guard. Mary served in many assignments across the country including commander of the Eight Coast Guard District, where she oversaw Coast Guard operations for a 26-state region with more than 9,000 active, reserve, civilian and auxiliary personnel under her command and an assignment as director of governmental and public affairs at Coast Guard headquarters in Washington, D.C.

John McCloskey, Secretary



John McCloskey has volunteered with SCORE for 10 years serving as Chapter Chair and District Director for North Carolina. For 17 years, John was a member of the management boards of publicly-traded German Corporations FAG Bearings and Schaeffler AG. He was also president and CEO of the Aerospace Group, the largest manufacturer of jet engine bearings and structures in the world. Prior to that, he was executive vice president of North American operations for GKN Automotive. He earned a bachelor's degree in engineering, a master's degree in business administration and has completed post-graduate work at Harvard, London Business School and IMI Geneva.

Bob Manza, Treasurer



Bob Manza lives in Austin, Texas, where he retired from PepsiCo in 2018. While at PepsiCo, Bob held several senior leadership roles including senior vice president and CFO roles in Canada and Mexico. Bob's broad experience in finance includes strategic and business planning, business optimization and investment, international business development, acquisition evaluation and integration, and accounting and control activities. Bob is a SCORE certified mentor and serves as a volunteer leadership member with Foundation Communities, an Austin charity. Bob holds a bachelor's degree in business administration from the University of Michigan and an MBA from the University of Detroit Mercy.



SCORE BOARD OF DIRECTORS CONTINUED



Mukesh Asarpota is a recognized business technology leader known for crafting the requisite strategic vision to achieve business goals, bringing a unique blend of executive acumen, global team-building, and business solutions development credited with strong ROI and operational improvement for companies domestic and international. He is currently Director of IT at Salesforce and has a verifiable record of achievement in managing large and dynamic global IT operations. Mukesh holds an MS in Computer Science from the University of Massachusetts and is certified in CIO Leadership from MIT Sloan School of Management.



Mariana D. Bravo is a Partner at the Law Firm of Carr, Maloney PC. She is a trusted advocate and litigator who concentrates her practice on professional liability, construction, real estate, business and employment law, and catastrophic personal injury disputes. Mariana serves as a Board Member on the Hispanic National Bar Association's Executive Committee and has acted in several capacities, including as Vice President of Divisions, Sections and Committees, Vice President of External Affairs and Vice President of Programs. She also co-chairs the Diversity and Pro Bono Committees at her firm and participates in a number of charitable events throughout the year.



James Capolongo is the executive vice president, head of deposits + payments for Live Oak Bank, the nation's largest SBA lender and a leader in bank innovation. In this role, James oversees all aspects of the deposits business – product management, funding portfolio, deposit pricing, money movement, bank operations and customer support. James joined Live Oak after spending nearly 20 years in various senior leadership roles at large financial institutions, including most recently TD Bank. James received a B.S. in accounting and finance from Tulane University and earned his master's degree in business administration from the University of Notre Dame, Mendoza College of Business. He currently resides in Wilmington, NC.



Jim Grimsley of Austin, Texas has been a SCORE volunteer for 6+ years and has served in numerous roles, including mentor, president of SCORE Austin and as a member of the National Advisory Board. Prior to joining SCORE, Jim held leadership roles at Amoco, CSC Index and as a partner at Accenture, where he led their Global Upstream Energy Practice. He has significant expertise in strategy, sustainability, supply chain and mergers & acquisitions. Jim has B.S. in Management from the University of New Orleans.



Cherylyn Harley LeBon is a lawyer, corporate advisor and board director with more than 20 years of experience in Washington, D.C. and abroad. She is a partner with Dunlap, Bennett & Ludwig (DBL) law firm and works with small to large businesses and government contractors across the country. She is a former senior executive at the Small Business Administration and the Department of Veterans Affairs and served as senior counsel on the U.S. Senate Judiciary Committee. Cherylyn is a director of Copart, Inc. (NASDAQ: CPRT) based in Dallas, Texas.



Dr. Ulrica Jones was the Founding Chair of SCORE Middle Georgia and presently serves as a certified SCORE mentor. She also serves as a Diversity and Inclusion Ambassador and is one of the founding members of the SCORE National Women's Committee. Ulrica is the CEO of Eventual Success LLC, a global consulting company offering training and development services through innovative programs tailored to the client. She brings more than 25 years of experience managing programs and creating positive learning environments by highlighting issues and focusing on opportunities for improvement. Ulrica received her doctorate in education with a specialization in adult education from the University of Georgia.



Patricia Loftus is an investor and Investment Committee member with New World Angels, a group of accredited, private investors and entrepreneurs dedicated to providing equity capital and guidance to early-stage entrepreneurial companies with a strong presence in Florida. She brings over 35 years of general global nuclear energy industry technical and business leadership and management experience with Exelon, Northeast Utilities and Westinghouse Electric Corporation combined with six years in the small business environment. Her corporate expertise includes strategy, strategic alliances, business development, product management and innovation, independent oversight, and federal regulatory affairs and compliance. Pat also serves in advisory roles for early-stage companies. As a volunteer, Pat focuses her philanthropic and nonprofit work in the areas of entrepreneurship and innovation empowerment. She has served as a SCORE business mentor for more than seven years and previously held field chapter leadership roles before joining the board of both the SCORE Association and SCORE Foundation. She also serves on university entrepreneurship and engineering councils and is a former director/officer of university engineering alumni society boards. Pat has a B.S. in Nuclear Engineering from the Pennsylvania State University, an M.S. in Nuclear Engineering from Carnegie Mellon University and an MBA from the University of Pittsburgh. She currently resides in Venice, FL.

SCORE BOARD OF DIRECTORS CONTINUED



Julie Poland is a speaker, author and “7 Attributes of Agile Growth” Certified Coach. Since 1990, she has provided process and structure for business leaders to transform their organizations and achieve improved results and sustainable growth. Her financial services management background, strategic perspective and talent for engaging teams provide a unique resource, coupled with world-class tools, to help organizations of all types and sizes break through their barriers and achieve the greatness that lies within. Julie is an active mentor for Susquehanna SCORE and served as Chapter Chair and District Director of Eastern PA/Delaware. Most recently she has served on the SCORE Field Operations Advisory Council.



Perri Richman is vice president of external communications at Trane Technologies and the director of the Trane Technologies Foundation. She is also the innovator of a breakthrough personal leader branding methodology that helps entrepreneurs realize the value of their behavior and image on the success of their endeavors. Perri earned a bachelor's degree in journalism from New York University and a master's in organizational psychology from the University of Hartford. She is a certified executive coach, change leadership professional and reputation crisis manager.



Michael Sandman served as senior vice president of Fuld & Company and has over 25 years of experience as a senior operations manager with a focus on the use of technology in operations. He has an extensive background in technology transfer to licensees and joint venture partners in the Pacific Rim, Switzerland, England, Mexico and Brazil. He was the CEO of a composites manufacturer and consulted extensively in the U.S. and abroad for a variety of manufacturing operations. Michael received his Bachelor of Science in economics from Clark University in Worcester, Mass. and his MBA from Cornell University.



Tracy Shaw of Southbury, Conn., serves as head of content and client engagement strategy for Equitable. She has nearly three decades of experience as a business development strategist in industries ranging from financial services to health care and is dedicated to enriching the customer experience, streamlining process improvements and developing innovations that enhance ROI. Tracy serves as vice chair of the Immune Deficiency Foundation and is a member of CHIEF. She earned an MBA from Western Connecticut State University and is currently a doctoral candidate through Adler University. From her time as a business owner, Tracy also holds a patent for 40IkSecure, which is designed to replace defined contribution plan deferrals of disabled participants.



Larry Tucker of Orange County, California, has been a SCORE volunteer for more than ten years, and served as Chairman of the Board of Directors in 2019-20. He also served as Chairman of the SCORE Orange County chapter and their CEO Forum program. In 2015, Larry received SCORE's Special Recognition for Highest Achievement in Job Assignment and in 2014, he earned the Gold Member Award for Exceptional Contribution and Meritorious Service. Larry is a board member of the Executive Coaches of Orange County, previously serving as its CEO from 2010 to 2012. He is an advisory board member of Robert Errico Financial Advisors and mentor at the University of California-Irvine School of Business. Prior to his years of volunteering, Larry was part owner of Hewitt Associates, an international consulting firm.



Ian Williams is an innovative business leader who is recognized for leading organizational transformation and growth, having led P&Ls from \$10M to \$3.2B across numerous business sectors including technology, software, data storage, data security, SaaS/laaS, Fintech, payments and business services and solutions. Most recently Ian was vice president, small business services at Deluxe Corporation based in Shoreview, Minn. Prior to Deluxe, he held senior leadership positions with leading global technology companies including Imation, Seagate, Hewlett-Packard, Compaq and Apple. He is recognized for providing strategic and visionary leadership to transform organizations and deliver impressive financial results. Ian is adept at combining financial pragmatism with innovative product planning and aggressive organizational design to assess and seize new market opportunities. Ian holds a master's degree in business administration from York University Schulich School of Business (Toronto, Ontario) and a bachelor's degree from Brock University in St. Catharines, Ontario, Canada.



David Zechman is a seasoned healthcare executive with 20 plus years of experience at the executive level at large, integrated healthcare systems where he aligned goals, behaviors and processes to drive the vision to provide kind and compassionate care. His responsibilities included fundraising, strategic planning, operations management, physician alignment/integration, partnership development and service-line management. In his current role as president of The Zechman Group, he is a first-time author as well as public speaker, executive coach and healthcare consultant. He is also a founding board member and CEO of a new company specializing in the acquisition and management of assisted living facilities and home health agencies and serves on three medical technology advisory boards. David has a bachelor's degree in education from Miami University (Ohio), a master's in public administration from Cleveland State University and is a fellow in the American College of Healthcare Administration.

SCORE ASSOCIATION FY21 CONSOLIDATED FINANCIALS

SCORE is headquartered in Herndon, Va. with a staff of 41 and 10,000+ volunteers in 240+ chapters across the nation. Office space is generously donated by SBA district offices, Chambers of Commerce and other community supporters. In 2021, SCORE received a federal grant of \$12.2 million from the U.S. Small Business Administration (SBA), which provides the primary financial support for SCORE's operations. SCORE generated nearly \$5 million additional revenue from the field. The SCORE Association thanks the generous individuals and organizations that have helped small business entrepreneurs across the country with their support.

FY21 SCORE and Affiliate Statements of Financial Position - Year ended Sept. 30

ASSETS	2021	2020
Cash and cash equivalents	\$ 9,839,204	11,111,700
Investments in equities	9,656	4,970
Grant receivable	1,641,180	284,100
Accounts receivable	80,540	17,940
Promises to give, net	373,873	2,970
Prepaid expenses and deposits	527,157	347,217
Total current assets	12,471,610	11,768,897
Promises to give after one year, net	—	108,900
	<u>\$ 12,471,610</u>	<u>11,877,797</u>
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 1,297,989	1,398,680
Accrued payroll and related liabilities	30,030	50,397
Accrued vacation	173,332	146,798
Note payable, line of credit	—	—
Deferred revenue	38,570	32,956
Total current liabilities	<u>1,539,921</u>	<u>1,628,831</u>
Net Assets		
Without donor restrictions		
Undesignated	9,661,203	9,056,489
Board designated	1,900	1,900
	<u>9,663,103</u>	<u>9,058,389</u>
Net assets with donor restrictions	<u>1,268,586</u>	<u>1,190,577</u>
Total net assets	<u>10,931,689</u>	<u>10,248,966</u>
	<u>\$ 12,471,610</u>	<u>11,877,797</u>

SCORE ASSOCIATION FY21 CONSOLIDATED FINANCIALS CONTINUED

FY21 SCORE and Affiliates Statement of Activities - Year ended Sept. 30				
	2021			2020
	Without Donor Restrictions	With Donor Restrictions	Total	Total
REVENUE AND SUPPORT				
U.S. government grant	\$ 12,299,855	—	12,299,855	11,600,118
Chapter program revenue	—	1,161,776	1,161,776	1,297,680
Donated facilities, goods and services	3,532,251	—	3,532,251	2,156,047
Gifts and grants	2,826,227	123,830	2,950,057	2,995,780
Events and special projects	—	865,500	865,500	773,155
Interest and other	262,570	(271)	262,299	841,438
Net assets released from restrictions	2,073,097	(2,073,097)	—	—
Total revenue and support	20,994,000	77,738	21,071,738	19,664,218
EXPENSES				
Chapter expenses	3,064,845	—	3,064,845	3,927,171
Donated facilities, goods and services	3,532,251	—	3,532,251	2,156,047
Salaries and fringe benefits	5,147,734	—	5,147,734	3,740,909
Chapter volunteers reimbursement	2,385,214	—	2,385,214	2,885,703
Chapter clerical support	1,061,872	—	1,061,872	924,667
Technology and website	1,610,417	—	1,610,417	1,414,018
Marketing	1,188,175	—	1,188,175	604,478
Professional services	468,643	—	468,643	982,337
Board expenses	4,443	—	4,443	36,046
Staff travel	3,298	—	3,298	34,510
Volunteer services and field staff	535,585	—	535,585	548,100
Government relations	15,000	—	15,000	678
Office supplies	163,327	—	163,327	240,169
National leadership conference	124,618	—	124,618	119,256
Other	428,790	—	428,790	175,192
Printing and supplies	14,058	—	14,058	—
Postage	286	—	286	274
Bad debt expense	5,147	—	5,147	10,114
Licenses and registrations	14,002	—	14,002	17,516
Software license	15,535	—	15,535	6,213
Bank fees	3,777	—	3,777	2,370
Insurance	27,223	—	27,223	36,626
Prospect research	720	—	720	2,039
SCORE program support	574,055	—	574,055	511,150
Total expenses	20,389,015	—	20,389,015	18,375,583
Change in net assets	604,985	77,738	682,723	1,288,635
Net assets, beginning of year	9,058,389	1,190,577	10,248,966	8,960,331
Net assets, end of year	\$ 9,663,374	1,268,315	10,931,689	10,248,966

SCORE FOUNDATION BOARD OF DIRECTORS

Mary Landry, Chairman of the Board



Rear Admiral (Ret.) Mary Landry of Belmont, Mass., is the director of the United Services Automobile Association (USAA), a Fortune 125 company serving more than 11,000 military members and their families with highly competitive property and casualty insurance, banking and financial services. Mary has more than 35 years with the government, including service on the White House National Security Council as a special assistant to the president and senior director for resilience policy, and active duty in the United States Coast Guard. Mary served in many assignments across the country including commander of the Eight Coast Guard District, where she oversaw Coast Guard operations for a 26-state region with more than 9,000 active, reserve, civilian and auxiliary personnel under her command and an assignment as director of governmental and public affairs at Coast Guard headquarters in Washington, D.C.

Patricia Loftus, Vice Chair and Secretary



Pat Loftus is an investor and Investment Committee member with New World Angels, a group of accredited, private investors and entrepreneurs dedicated to providing equity capital and guidance to early-stage entrepreneurial companies with a strong presence in Florida. She brings over 35 years of general global nuclear energy industry technical and business leadership and management experience with Exelon, Northeast Utilities and Westinghouse Electric Corporation combined with six years in the small business environment. Her corporate expertise includes strategy, strategic alliances, business development, product management and innovation, independent oversight, and federal regulatory affairs and compliance. Pat also serves in advisory roles for early-stage companies. As a volunteer, Pat focuses her philanthropic and nonprofit work in the areas of entrepreneurship and innovation empowerment. She has served as a SCORE business mentor for more than seven years and previously held field chapter leadership roles before joining the board of both the SCORE Association and SCORE Foundation. She also serves on university entrepreneurship and engineering councils and is a former director/officer of university engineering alumni society boards. Pat has a B.S. in Nuclear Engineering from the Pennsylvania State University, an M.S. in Nuclear Engineering from Carnegie Mellon University and an MBA from the University of Pittsburgh. She currently resides in Venice, FL.

Luke Walling, Treasurer



Luke Walling is an accomplished entrepreneur, angel investor and former corporate executive with 25 years of success in the technology, cybersecurity and IT services industries. In his current role as CEO and president of Temprano Techvestors, he has led his startup through three sales channel acquisitions, subsequent optimization of those businesses and signed strategic contracts with emerging market software vendors. He achieved month-to-month profitability in the first year and annualized revenues approaching \$20 million in the second year. Luke has held leadership positions with AVG Technologies and Avast Software, which are among the world's largest security software brands.

Edgar Collado



Edgar Collado is the CFO/COO of Tobias Financial Advisors, a financial planning and wealth management firm serving high net-worth individuals and business owners. Prior to joining TFA, Edgar held finance leadership positions with Fortune 500 companies such as AT&T and Ingersoll Rand. His experience prepared him to develop and implement growth and operations initiatives for a financial services firm and to share his expertise with business owners seeking to create value in their businesses. A SCORE volunteer since 2018 and resident of Fort Lauderdale, Fla., Edgar has Bachelor of Science degree in finance from St. John's University and an MBA from New York University.

Perri Richman



Perri Richman is vice president of external communications at Trane Technologies and the director of the Trane Technologies Foundation. She is also the innovator of a breakthrough personal leader branding methodology that helps entrepreneurs realize the value of their behavior and image on the success of their endeavors. Perri earned a bachelor's degree in journalism from New York University and a master's in organizational psychology from the University of Hartford. She is a certified executive coach, change leadership professional and reputation crisis manager.



SCORE FOUNDATION

FY21 FINANCIALS

FY21 The SCORE Foundation Statement of Financial Position – Year ended Sept. 30		
ASSETS	2021	2020
Cash and cash equivalents	\$ 1,732,411	1,709,944
Investment in equities	9,656	4,970
Accounts receivable	4,094	8,935
Promises to give, net	373,873	2,970
Prepaid expenses	19,486	7,964
Total current assets	2,139,520	1,734,783
Promises to give after one year, net	–	108,900
	<u>\$ 2,139,520</u>	<u>1,843,683</u>
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 85,364	178,069
Due to SCORE Association	67,440	18,448
Total current liabilities	152,804	196,516
Net Assets		
Without donor restrictions		
Undesignated	782,887	795,430
With donor restrictions	1,203,829	851,737
Total net assets	1,986,716	1,647,167
	<u>\$ 2,139,520</u>	<u>1,843,683</u>

SCORE FOUNDATION

FY21 FINANCIALS CONTINUED

FY21 The SCORE Foundation Revenues, Expenses and Net Assets – Year ended Sept. 30				
	2021		2020	
	Without Donor Restrictions	With Donor Restrictions	Total	Total
REVENUE				
Contributions	\$ 803,881	123,830	927,711	1,056,541
Events and special projects	—	865,500	865,500	773,155
Investment income	(271)	—	(271)	7,143
Net assets released from restrictions	637,238	(637,238)	—	—
Total revenue and support	1,440,848	352,092	1,792,940	1,836,839
EXPENSES				
SCORE program support	673,637	—	673,637	527,202
Salaries and benefits	509,838	—	509,838	399,638
Government relations	15,000	—	15,000	678
Professional fees	195,714	—	195,714	85,161
Travel and registration	—	—	—	17,823
Bad debt expense	5,147	—	5,147	10,114
Grants to SCORE	—	—	—	187,558
Printing and supplies	14,058	—	14,058	9,399
Licenses and registration	14,002	—	14,002	17,516
Software licenses	15,535	—	15,535	6,213
Postage	286	—	286	274
Insurance	2,777	—	2,777	5,238
Bank fees	3,777	—	3,777	2,370
Other	2,900	—	2,900	—
Prospect research	720	—	720	2,039
Total expenses	1,453,391	—	1,453,391	1,271,223
Change in net assets	(12,543)	352,092	339,549	565,616
Net assets, beginning of year	795,430	851,737	1,647,167	1,081,551
Net assets, end of year	\$ 782,887	1,203,829	1,986,716	1,647,167

SCORE Foundation Corporate Sponsors

As the philanthropic arm of SCORE, the **SCORE Foundation** is proud to support the small business community in collaboration with our corporate sponsors.



FedEx helps small business owners each year through the **FedEx Small Business Grant Contest** and the FedEx Small Business Center, which addresses everyday business challenges through advice and guidance from a network of small business peers and experts. Through sponsorship with the SCORE Foundation, FedEx offers educational content focused on startups and ecommerce, including webinars and the **Startup Roadmap**, a 12-chapter step-by-step guide to help entrepreneurs get their business up and running.



Google sponsorship of the SCORE Foundation on a national and chapter level connects small businesses with resources to help them grow. Specifically, the **Grow with Google** initiative helps small business owners gain digital skills to grow their businesses. Google provides SCORE chapters access to presentation materials, resources and hands-on help free of cost. Through this sponsorship, Grow with Google reached more than 20,000 small business owners last year.



Altria Group is committed to making an ongoing positive impact that responds to changes in its communities. Following a \$5 million incremental investment in 2020 to help advance racial, economic and social equity, Altria continues to embed an equity focus into its community investment priorities. Through sponsorship of the SCORE Foundation, Altria is supporting SCORE'S diversity, equity and inclusion programs via an online curriculum for diverse suppliers. Altria is also supporting a local initiative with the SCORE Foundation and the SCORE Richmond chapter focused on developing a corporate volunteer program.



American Express is a globally integrated payments company, providing customers with access to products, insights and experiences that enrich lives and build business success. In 2020, American Express selected 100 Black women entrepreneurs (the "Innovators") for its "100 for 100" program. Each entrepreneur was provided with a \$25,000 grant and 100 days of business resources in 2021 including business education, mentorship, marketing and virtual networking. American Express created this program to support Black women entrepreneurs as they work to jumpstart, raise capital and grow their business ventures. Through SCORE Foundation sponsorship, the Innovators received mentoring and educational support from SCORE.



Equitable Foundation directs the philanthropic and volunteer activities of Equitable, one of America's leading financial services providers since 1859. Through philanthropy, volunteerism and sustainability, The Equitable Foundation leverages resources, including partnerships and grants, to contribute to the success and vitality of our communities and build a stronger society for all we serve. The Equitable Foundation sponsors content for **SCORE for Black Entrepreneurs** educational hub and is working with SCORE Charlotte as the lead sponsor of their Diversity and Inclusion-focused events.



MassMutual is a leading mutual life insurance company that is run for the benefit of its members and participating policyholders. Founded in 1851, MassMutual provides products to help meet the financial needs of clients, such as life insurance, disability income insurance, long term care insurance, retirement/401(k) plan services and annuities. Through sponsorship of the SCORE Foundation, MassMutual helped develop and deliver educational workshops aimed to help small business owners in rural communities transition the businesses they worked so hard to build. Through their "Legacy Planning for Farm Owners" workshops, MassMutual helped hundreds of small business owners plan for the continuation of their businesses for the next generation. MassMutual also supported SCORE's implementation of Spanish language content and tools for SCORE's national website.

SCORE Foundation Corporate Sponsors CONTINUED



Deluxe Corporation creates the tools that help shape our economy. Since 1915, Deluxe has recognized the vital role that small business plays in our communities, from job creation to business development. Through their sponsorship with the SCORE Foundation, the Deluxe Corporation Foundation provided financial support to help women entrepreneurs and small business owners succeed through the [SCORE for Women Entrepreneurs](#) initiative.



Kimco Realty Corporation is North America's largest publicly-traded owner and operator of open-air, grocery-anchored shopping centers and mixed-used assets. The company owns interests in more than 500 U.S. shopping centers comprising over 90 million square feet of leasable space, primarily concentrated in the first-ring suburbs of the top major metropolitan markets, including those in high barrier-to-entry coastal markets and rapidly expanding Sun Belt cities. Through a national sponsorship with the SCORE Foundation, Kimco Realty tenants and prospective tenants have access to SCORE's network of small business mentors.



Progressive Commercial Insurance offers a full range of business insurance products featuring competitive rates and first-class service. They offer customized insurance solutions for both heavy and light commercial vehicles, as well as business insurance coverages. Progressive is a Fortune 100 company with over 50 years of experience and trusted by thousands of small business owners to protect their livelihood. Progressive Commercial Insurance sponsored SCORE's [Small Business Resilience Hub](#), which allowed SCORE to pull together timely information and resources for small business owners affected by the COVID-19 pandemic.



Trend Micro has focused on making the world safe for the exchange of digital information for nearly 30 years. This single-minded passion has inspired innovations that keep up with the bad guys despite a changing IT landscape, riskier user behavior and constantly evolving threats. Through their SCORE Foundation sponsorship, Trend Micro provides educational content for small business owners around internet security and digital safety, including webinars and blogs. Trend Micro also sponsors SCORE's [Technology Resources Hub](#).



With Many Thanks...

We are incredibly grateful for the generous support of the individuals, foundations and corporations listed below. Thank you for your help in advancing SCORE's mission.

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