



FR1ENDS of the CH1LDREN

Generational Change,
One Child at a Time

NEW CHAPTER:
Building Blocks
of Success

VISION: FRIENDS OF THE CHILDREN

VISION

Our vision is that one day all children will have a long-term, consistent relationship with a caring adult who believes in them. We want to change the way the world views and treats our most vulnerable children. This way of thinking and acting must be embedded in our governing systems.

WHY

Children with complex trauma histories are more likely to face significant challenges at home, in school, and for life. Children in foster care or at-risk of entering foster care are often left without a consistent, stable adult in their lives and most of the services available lack the intensity and duration needed to change their life trajectories. Our relationship-based model addresses the needs of these most vulnerable children, empowering them to move beyond their circumstances to become healthy, contributing citizens.

WHY

We pro-actively select children ages 4-6 facing the most significant barriers to future success. Using a rigorous process, validated by research as effective for identifying children most at risk, we select directly from both the foster care system and schools. The children who qualify for the Friends of the Children program are youth whose exposure to multiple, compounding risk factors and adverse childhood experiences have already begun to manifest in behavioral and other challenges in kindergarten. Youth in our program represent those facing the greatest challenges.

Friends of the Children has a unique ability to establish relationships who are the hardest to reach. *And we maintain those relationships.* We provide selected children with intensive, individualized guidance from full-time, highly trained, salaried mentors (Friends) for 12+ years, through graduation – *no matter what.*

WHO

The combination of a local champion and committed funders, supported by Friends of the Children's National leadership to ensure successful establishment of a new, sustainable Friends of the Children Chapter.

WHEN

These children need us now. With the right champion and funding commitment, we can begin selecting children at a new site within 6 months.

FRIENDS OF THE CHILDREN

ORGANIZATION OVERVIEW

Friends of the Children began with just a few Friends and children in Portland, OR in 1993. Today, we are serving thousands of youth and families across the country and in the UK. All of our youth are either at risk of entering or have already experienced foster or kinship care. Many of our youth have young parents who grew up in foster care themselves.

Through private philanthropy that has led to catalytic public investments, we have scaled to 22 locations, including 5 sites in Oregon (Portland, Gresham, Klamath Basin, Central Oregon, and Eugene); 3 sites in California (Antelope Valley, Los Angeles, and San Francisco); 3 sites in Washington (Seattle, Tacoma, and Southwest Washington); Austin, TX; Boston, MA; Charlotte, NC; Chicago, IL; Detroit, MI; Fargo, ND-Moorhead, MN; Harlem and South Bronx, NY; Salt Lake City, UT; Tampa Bay, FL; and Cornwall, United Kingdom. Friends of the Children is a strong network of independent 501c3 chapters led by a national office that uses a shared service model for efficiencies and to ensure success. National supports the growing network by: raising funds to provide catalytic and sustainable funding, facilitating strong performance management systems, providing training and technical assistance, leading branding and marketing, overseeing research and evaluation, and prompting the sharing of best practices, innovation and program fidelity.

MISSION

Impacting generational change by empowering youth who are facing the greatest obstacles through relationships with professional mentors – 12+ years, no matter what.

SOCIAL VALUE PROPOSITION – RETURN ON INVESTMENT

Our long-term, relationship-focused model has a proven impact on the most vulnerable children living in the highest-risk environments who otherwise would not have the opportunity to become contributing members of society. Program graduates display an increase in educational attainment and reduction of teen parenting and juvenile justice involvement compared to their peers.

Our approach has shown a social return on investment to society that is 7 times greater than the cost of the program – a benefit of up to \$900,000 over the life of each youth served.

FRIENDS OF THE CHILDREN IS WELL-POSITIONED TO SUCCESSFULLY REPLICATE OUR MODEL

- Strong and growing cohesive national network
- Randomized Controlled Trial (RCT) study on the model, with significant results expected in the next year
- \$7.5 million investment in an endowment, ensuring sustainability of National and thus the entire network
- Over 25 years of proven success in maintaining a diverse funding model with increasing revenue and new revenue streams
- National Board of Directors with diverse expertise and commitment to expansion
- Talented, efficient team of National staff members

FR1ENDS of the
CH1LDREN

OUR MODEL HAS 25+ YEARS OF PROVEN SUCCESS

SUCCESS IN SCHOOL

83% of our youth receive their high school diploma or GED;
50% have a parents who did not have the support necessary to graduate high school

AVOID JUVENILE JUSTICE SYSTEM

93% of our youth remain free from involvement in the juvenile justice system;
60% have a parents who have been impacted by the criminal justice system

AVOID EARLY PARENTING

98% of our youth wait to parent until after their teen years;
85% have a parents who started parenting during their teen years

POST-PROGRAM SUCCESS

92% of our youth go on to enroll in post-secondary education,
serve our country or enter the workforce

CRITICAL ELEMENTS FOR SUCCESS

ESTABLISH FOCUSED CHAPTER LEADERSHIP

- Hire an entrepreneurial Executive Director with experience and focus on fundraising
- Invest in leadership development and succession planning
- Build a strong Board that is committed to fundraising

DIVERSIFY FUNDING FOR SUSTAINABILITY

- Secure diversified funding including a blend of public and private foundations, corporations, government and individuals
- Leverage multi-year giving opportunities
- Optimize matching gifts to inspire investments

GROW EVIDENCE

- Leverage network findings and invest in Chapter-specific third-party evaluation

BUILD INTENTIONAL LOCAL COMMUNITY SUPPORT & IMPACT

- Prioritize strategic community partnerships/relationships to ensure youth needs are met and growth can be sustained
- Sustained year-to-year growth, especially in the beginning years, helps reach a critical mass that garners more funding and accelerates community-wide impact



WHAT DOES NEW CHAPTER SUCCESS LOOK LIKE?

At the end of Year 5, the following outcomes will show evidence of success:

YOUTH

- Serving children selected from Schools and from Foster Care
- Youth are meeting intermediate outcome metrics as defined by organizational scorecard, e.g. Less than 95% of youth missing 4 or less days of school
- As a result, youth are on-track to achieve long-term outcomes: graduate high school, avoid the juvenile justice system, and avoid teen parenting

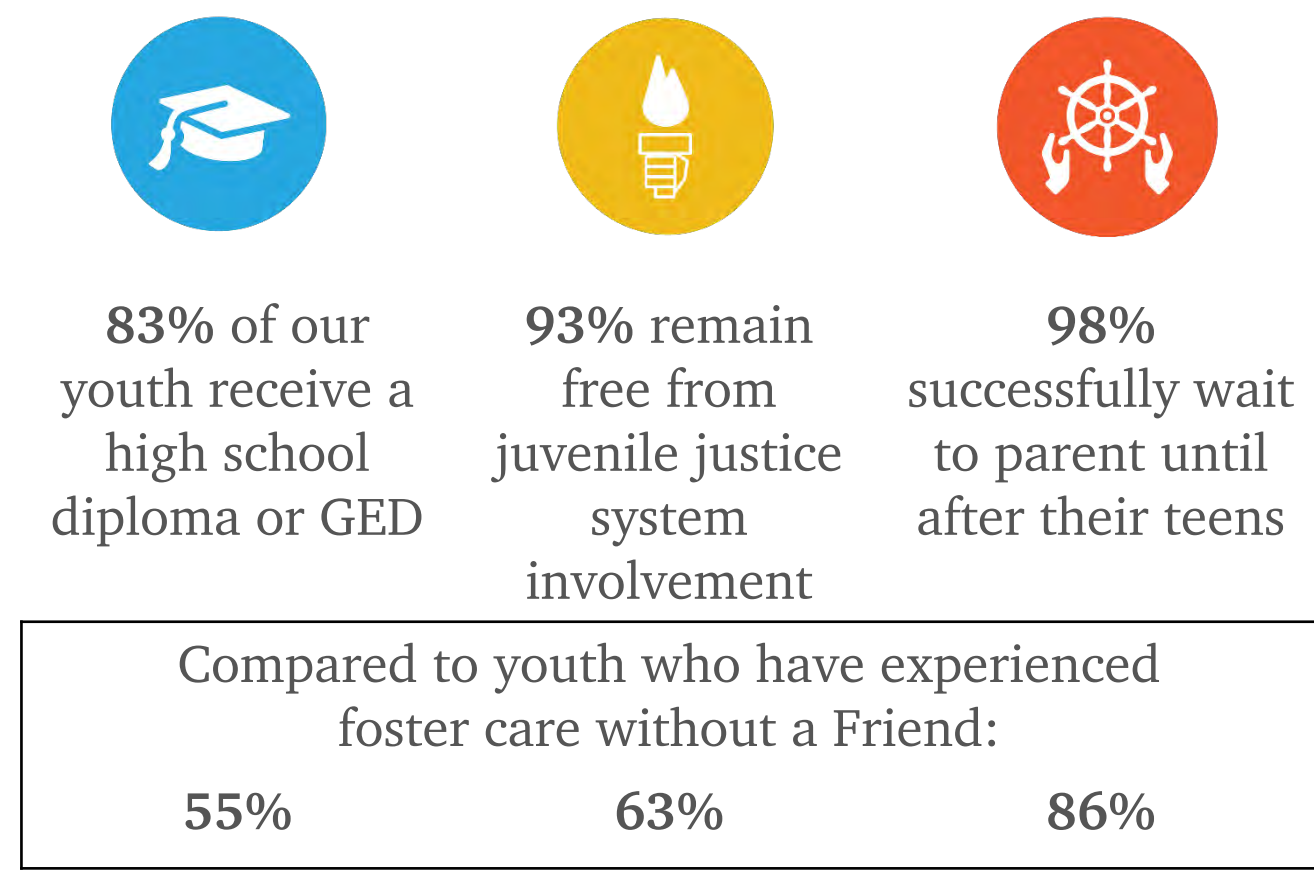
LEADERSHIP

- Effective Executive Director is in place, raising funds and awareness for Friends

SUSTAINABILITY

- More than \$1 million (rural community) to \$2 million (urban community) in private philanthropy to match seed capital
- At the chapter level, Friends of the Children is established as a proven intervention for youth facing the highest risks

Long-Term Outcomes for foster care youth with a Friend and without a Friend





Meet Kevin. Kevin was born into a cycle of poverty, neglect and abuse.

From an early age, Kevin struggled to find enough food to eat and a safe home in which to live. People in his life told him that he wouldn't amount to anything – that he would end up in prison.

But Kevin's Friend Darren thought differently. Darren knew that Kevin had incredible potential. Darren showed up for 4 hours every week, every year, no matter what. Darren helped Kevin build the skills to achieve academic success and find his spark – computer science.

After 12+ years with Friends of the Children, Kevin graduated from high school with a 3.45 GPA and received numerous college scholarships. Now, he attends Oregon State University where he majors in Computer Science Engineering. Kevin acts in plays, is an RA, and can include Dormitory President on his growing resume. He is the first person in his family – in any generation – to attend college.

“Darren and Friends of the Children saved my life. I am excited about my future.”

THE ROLE OF NATIONAL

Shared services and network collaboration enable sharing of best practices and economics of scale:

- Program Fidelity
- Brand Awareness & Thought Leadership
- Finance and Accounting
- Human Resources Support
- Grant Writing and Administration
- Research and Evaluation
- Shared Program Performance Database
- Training & Innovation
- Collaborative Fundraising
- Grantmaking



RELATIONSHIP BETWEEN NATIONAL AND CHAPTER

	NATIONAL	CHAPTER
Chapter Board of Directors	<ul style="list-style-type: none">• Supports ED to build a local Board of Directors who actively invest time, talent and resources in the Chapter• Provides templates for all Board forms, Board books, and meeting structure & schedule	<ul style="list-style-type: none">• Builds strong Chapter Board of up to 20 people (by year 3) for the Chapter• Ensures that Board adopts necessary policies
Funding	<ul style="list-style-type: none">• Identifies ongoing opportunities for pass-through funding from national funding sources• Fundraises collaboratively (regional/national prospects)• Provides grant management (prospecting, writing) support at cost for years 1-3• Shares language, documents and data that have resulted in funds for other sites• Supports engagement with key public officials (e.g. schools, child welfare)	<ul style="list-style-type: none">• Locally cultivate and steward initial (seed funding) donors who gave gifts prior to opening the chapter• Fundraises collaboratively with National (regional/national prospects)• Develops sustainable funding plan (revenue and growth strategy)• Grows diverse base (both private and public) of local donors that are actively engaged and support the chapter• Works with National to engage key public officials
Strategic Plan	Shares lessons learned and best practices for Chapter strategic growth and sustainability plans	Creates and implements 3-year strategic growth and sustainability plan; Shares plan annually with National
Training	Provides in-person training for: <ul style="list-style-type: none">• Executive Director and Chapter Leadership• Program model (e.g. Child Selection, New Friends Training, Core Assets, ETO Database, etc.)• Development and marketing best practices	<ul style="list-style-type: none">• All staff participate in national orientation & training opportunities to fulfill commitment to program and brand fidelity/implementation of Friends of the Children model• Provides ongoing professional development opportunities to staff
HR	<ul style="list-style-type: none">• Supports initial hiring of the Executive, Program, and Development Directors, Office Manager, and Friends• Ongoing participant in Executive Director hiring (as needed)	<ul style="list-style-type: none">• Works with National to understand best hiring practices and leads logistics of hiring at launch• Ensures compliance with background check requirements for all new hires

RELATIONSHIP BETWEEN NATIONAL AND CHAPTER

	NATIONAL	CHAPTER
IT/Finance/HR	Provides services at-cost: <ul style="list-style-type: none">IT supportAccounting & Financial Services (as provided by MOU)HR Services (as provided by MOU)	<ul style="list-style-type: none">Pays for and support IT/Finance/HR at-costMeets MOU roles/responsibilities requirements for Finance/HR
Shared Database	<ul style="list-style-type: none">Provides shared network database to track youth outcomesProvides support via Database Administration Manager	<ul style="list-style-type: none">Uses shared database (Efforts to Outcomes from Social Solutions)Pays minimal annual fee for database use
Evaluation	<ul style="list-style-type: none">Creates monthly, quarterly, and annual organizational network scorecards to focus areas of National supportLeverages network-wide data to inform program improvements	<ul style="list-style-type: none">Contributes information to scorecardsInvests in chapter-specific, third-party evaluation (beginning year 3 of operation) & shares results with National
Branding	Leads network with over 25 years of Friends of the Children brand equity and provides: <ul style="list-style-type: none">Ownership and management of brand identifyMaintenance of current brand guidelines and assetsCreates and hosts website	<ul style="list-style-type: none">Use Friends of the Children brand with fidelity to leverage brand equityWork with National to provide Chapter content for websiteUses National toolkits to create on-brand local collateral
Network	Leads communication across the network: <ul style="list-style-type: none">Monthly calls for Executive Directors, Program Directors, Development Directors and Office ManagersAnnual in-person meetings for Chapter leaders	<ul style="list-style-type: none">Participate in monthly calls and in-person meetingsAttend both in-person meetings (covers the cost to attend one)Contribute minimal annual affiliation fee to National
Research	<ul style="list-style-type: none">Oversees randomized controlled trial (RCT) study of Friends model and shares findings with sitesLeads participation in all external, third-party research endeavors (2Gen, Implementation Eval, etc.)	<ul style="list-style-type: none">Collaborates with National on research projects, elevating the work with staff and ensures accountability for participationShares research findings with boards members, funders and community leaders

NEW CHAPTER: TIMELINE TO LAUNCH

Our timeline to launch new sites varies, depending on how quickly our regional champions gather initial funds. The following are recommendations; some stages may overlap.

Pre-Launch Work	First 180 DAYS
<div>Commitment and Agreement Signed<ul style="list-style-type: none">Local Champions are identified and engagedSeed funding goal is reachedNational Board approves establishment of new siteNational posts for/hires Executive Director with fundraising expertiseNational supports application for independent 501(c)3 statusRelationships with selection partners (child welfare, schools, local nonprofit partners) are established</div>	<div>Friends of the Children Model Implementation in Collaboration with National<ul style="list-style-type: none">National executive leadership supports:<ul style="list-style-type: none">Hiring Executive Director with fundraising expertiseHiring Program DirectorHiring Operations/Office ManagerHiring FriendsNational and ED begin building Board of DirectorsNational program leadership:<ul style="list-style-type: none">Delivers New Friends Training to Friends, staffWorks with program staff to formalize selection partners; select and enroll youth in programExecutive and Program Director engage community leaders and builds support for the program in focus communitiesNew site staff visit demonstration sites to continue training and onboarding</div>
ONGOING	
<div>Evaluation<ul style="list-style-type: none">Program performance measured on regular basis – monthly, quarterly and annual performance scorecardOrganizational health and financial sustainability monitored semi-annually by executive leadership and National BoardNational conducts site visits to evaluate implementation and fidelity and to provide guidance through organizational development stages</div>	

THANK YOU!

Thank you for considering yourself the potential champion that empowers and transforms the lives of our most vulnerable youth! We are excited to partner with you for generational change.





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