

2026-28 Business Plan

One Child. One Friend. 12+ Years, No Matter What

KEEPING OUR PROMISES AT SCALE

Every great idea begins with a promise. Ours was simple and radical: every child deserves one dedicated, caring adult who shows up for *12+ years—no matter what*.

More than thirty years later, that promise has grown from three Friends in Portland to a national movement spanning over 40 communities. We are the only organization in the country that commits to each child for their entire childhood—12+ years—and we've proven that when someone keeps showing up, the trajectory of a life will change forever.

Now we face a defining moment.

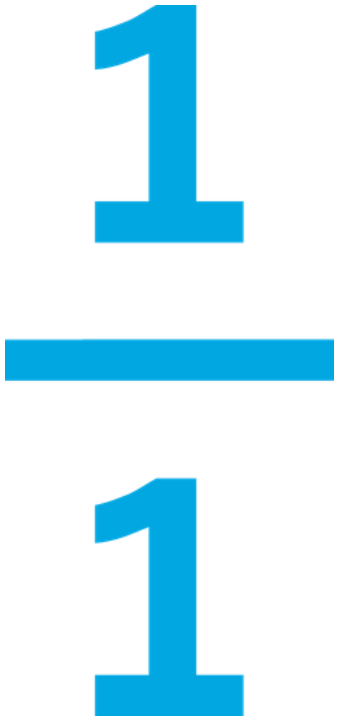
Across America, families are under pressure. Costs are rising, systems of support are shifting, and for many, stability is fragile. The demand for long-term, trusted relationships is soaring just as traditional funding becomes less predictable. Many organizations are scaling back their commitments in times like this. We're doing the opposite. We are doubling down—keeping our promises while building the systems and efficiencies that will sustain them for generations.

This is what our $60 million Business Plan for 2026–2028 will do. It's not about expanding recklessly; it's about scaling excellence.

Over the next three years, we will:

- Serve 3,500 children and 17,500 family members across our network, growing from 43 to 50 locations.
- Launch the Duncan and Cindy Campbell National Center of Excellence for Professional Youth Mentoring—to codify what works and professionalize the field.
- Dedicate $15 million to reach rural and Tribal communities, extending opportunity where it's needed most.
- Strengthen core programs in literacy, mental health, and family well-being, ensuring consistent, high-quality outcomes everywhere we operate.
- Pilot an expansion of our program model to age 22, ensuring living wage work for our program graduates.

Generational change is possible when we commit for the long-haul. One Child. One Friend. *12+ years, no matter what*.



Over the next three years, Friends of the Children will impact more than 17,500 children and family members and grow to 50 locations.

SUSTAIN & GROW EXISTING LOCATIONS

Maximize Chapter strength and leadership through new tools and updated approaches to Chapter growth forecasting and leadership training.

- Strengthen lifecycle support and forecasting to maximize efficiencies in staffing and operations to support chapter sustainability
- Develop new leadership training and success metrics for Board and chapter leaders
- Expand capacity by leveraging automation
- Grow existing Chapters to serve new locations

DEEPEN IMPACT

Ensure the highest level of service for youth and families by strengthening our data-driven approaches while amplifying our Friend recruitment and retention efforts.

- Leverage program performance database, strengthening methods of performance measurement and analysis
- Strengthen program in focused areas like literacy and mental health
- Enhance training on data and program optimization
- Improve recruitment and retention through national Friend recruitment campaign

AMPLIFY OUR BRAND

Increase organizational visibility and brand awareness through storytelling and impact evidence.

- Amplify impact evidence and results of longitudinal study
- Raise organizational visibility by pursuing publicity and thought leadership opportunities for National and network leaders
- Advance strategic national partnerships across sectors that lead to increased visibility for the entire network

ADVANCE SYSTEMS CHANGE

Launch the Duncan and Cindy Campbell National Center of Excellence for Professional Youth Mentoring.

- Open the National Center of Excellence by fall 2026
- Convening thought leaders and the network to improve youth outcomes
- Develop new Professional Youth Mentor Certification
- Advance formal adoption of Friends model by partners including child welfare, mental health and in rural and Tribal communities

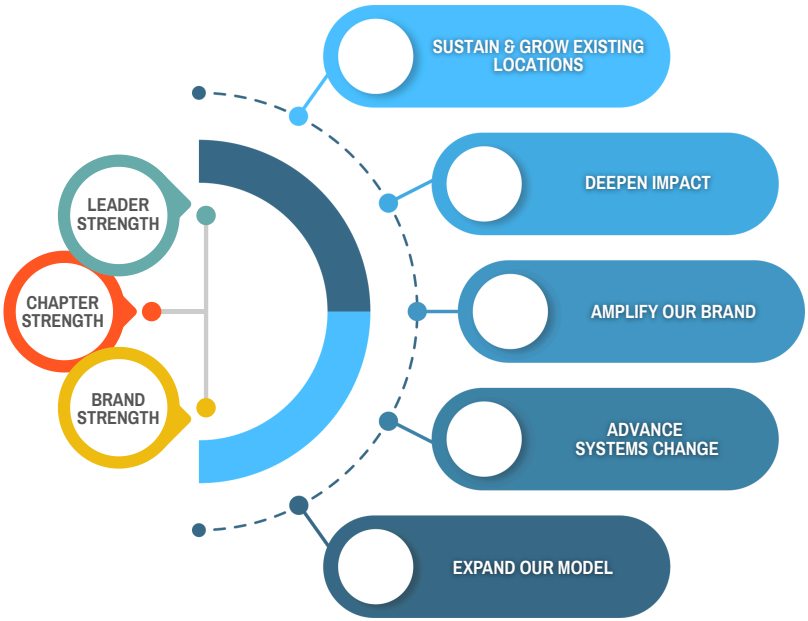
EXPAND OUR MODEL

Pilot an enhancement to our proven model – extending career-focused individualized supports to high schoolers and program graduates ages 16-22.

- By 2028, impact 250+ young people at six chapters creating pathways of opportunity to meaningful connections and living wage work.

PUTTING CHILDREN FIRST: SUSTAINING OUR IMPACT

We take seriously our *12+ years, no matter what* commitment to every child and family in our program. Inspired by feedback from network leaders and program participants, all of our scaling strategies will prioritize the core capabilities that increase capacity for chapter impact, growth and success: **Leader Strength**, **Chapter Strength**, and **Brand Strength**.





CONSOLIDATED REVENUE & EXPENSES for Network (National + Chapters)				
	2026	2027	2028	
Children & Family Served*	15,625	16,625	17,500	
Children Provided with 1:1 Mentoring	3,125	3,325	3,500	
Cost/Person Served	$5,696	$5,594	$5,600	
Staff FTE	755	785	810	
Revenue & Expenses ($ in millions)	2026	2027	2028	Total
Revenue				
Individuals	$25	$26	$27	$78
Foundations	$28	$29	$30	$87
Corporations	$7	$7	$8	$22
Government	$3	$3	$3	$9
Endowment / Investment	$8	$8	$8	$24
Total Revenue	$71	$73	$76	$220
Expenses				
Personnel	$71	$74	$78	$223
Operating Expenses	$17	$18	$19	$54
Research & Evaluation	$1	$1	$1	$3
Total Expenses	$89	$93	$98	$280
Investment Capital Needed	$18	$20	$22	$60

*Children & Family Served includes other children and caregivers in each youth's family whom will be served through our 2Gen approach, determined by a multiplier of 5. This is based on data collected through our database management system.

A CALLING TO SERVE

Meet Taj, a motor transport mechanic stationed in Okinawa, Japan, with the U.S. Marines. Taj's journey with Friends of the Children began in kindergarten, and for 12 transformative years, his mentors helped guide him through life's toughest choices, setting him on a path of purpose.

Growing up as an only child to hardworking parents, Taj faced challenges and struggled to find his own identity. Taj's Friend, Darren, opened doors and introduced him to new experiences, and Taj credits to helping him discover confidence to shape his future.

Taj's story is a powerful reminder of how mentorship changes lives.



2026-28 BUSINESS PLAN

This $60M, three-year Business Plan is built on a simple truth: the most reliable form of social infrastructure is a relationship that lasts.

The children we serve don't need us for a season; they need us for the long haul. That's why we've structured our model—and this campaign—to create lasting impact rather than temporary relief. Every dollar invested fuels a continuum of care that stretches across childhood and adolescence, producing better graduation rates, reduced substance use, improved mental health and stronger families.

For investors, this is more than philanthropy—it's proof of concept for what sustainable social change looks like. We're taking what we've learned over three decades and codifying it so others can replicate it. We're modernizing our data systems, building national training infrastructure, and increasing efficiency so that every donor dollar travels further and transforms more lives.

But efficiency alone isn't the story. The story is endurance.

- It's the Friend who shows up at a fifth-grade talent show, again at high-school graduation, and again when that same young person calls from their first apartment.
- It's Taj, once a quiet kindergartner, now a Marine stationed in Okinawa who still calls his Friend for advice.

That's what 12+ years looks like.

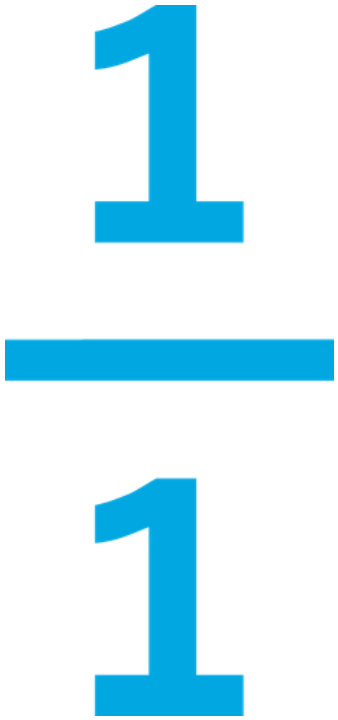
We know the national need is immense. We won't reach every child. But what we can do—and what this business plan ensures—is set a new standard for how this country invests in children: long-term, professional, accountable, and rooted in love that does not quit.



We are inviting you to help us keep our promises to the thousands of children we already serve, and to scale to deeply and sustainably impact even more youth and families. To make sure that the model we've proven becomes a permanent part of the nation's continuum of care. To stand with us as partners and investors—so that every child who needs a Friend has one.

Because when we keep showing up, year after year, children begin to believe what their Friends already know: they are capable, they are loved, and they are not alone. That belief changes everything.

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