BUSINESS PLAN
2020 – 2025
2022 Update

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2020-2025 BUSINESS PLAN UPDATE

INTRODUCTION

In the past thirty years, Friends of the Children has supported youth and their families to thrive by providing them with a paid, professional mentor to walk alongside them for 12+ years, no matter what. The program has grown from 5 locations just 9 years ago, to now 32 locations and counting across the country.

However, we know our work is not done until every child who needs one has a paid, professional mentor to walk alongside them as they achieve their hopes and dreams. Communities, philanthropists, and cross-sector leaders are all telling us: *the time is now.*

In relentless pursuit of that vision, in 2019 we set our sights on *serving four times as many children and families in five years,* raising $50M and expanding the Friends of the Children network to 25 locations by 2025. **Thanks to champions across the country, in 2022 we celebrated the accomplishment of those goals nearly three years earlier than expected.** In service to our unwavering commitment to children, we are excited to share our updated three-year business plan with new goals and refreshed strategies. This plan, developed in partnership with leaders from across our national network, maintains our focus on scaling to grow the number of children and families with a Friend, while leveraging our most recent successes and lessons learned.

2020-2025 Business Plan	Version 1.0 (2019)	Version 2.0 (2022)
GOALS by 2025	1. $50M Campaign ✓ 2. 25 locations ✓	1. $100M Campaign 2. 40 locations 3. In 25 States and sovereign Tribal nations
SCALING STRATEGIES	1. Scale New and Existing Chapters 2. Scale 2Gen Approach 3. Scale Systems Change	1. Grow and Sustain Existing Locations 2. Launch New Locations 3. Deepen 2Gen Approach 4. Brand Friends as the Most Admired National Nonprofit 5. Advance Systems Change

EXECUTIVE SUMMARY

WHY WE EXIST

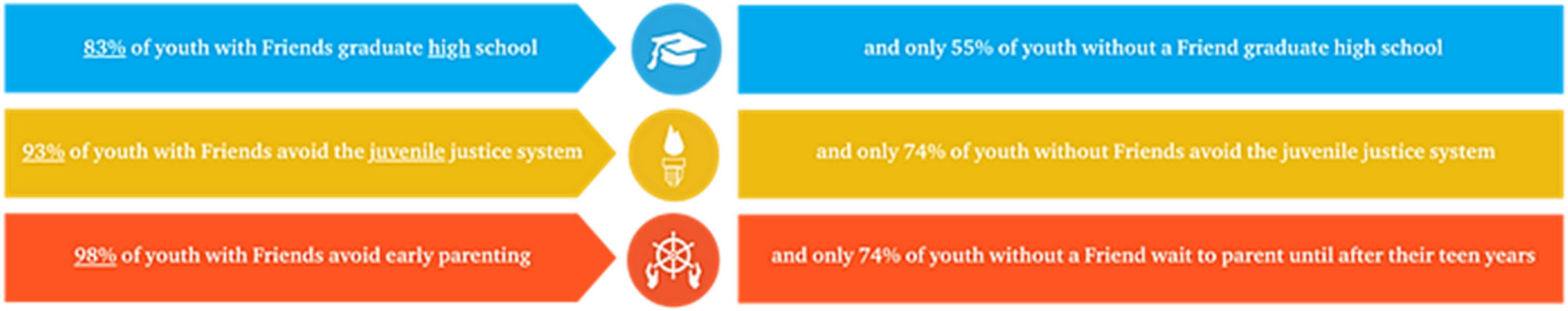
Generation after generation, children and families find themselves stuck in poverty. Particularly for the thousands of children and families at risk of experiencing foster care – and those for whom foster care does become a harsh reality – the problem of poverty is amplified by a myriad of factors that include inadequate public systems – like criminal justice and child welfare, under-resourced schools, and systemic racism. These children and families encounter a lack of equity and opportunity, and most of the services available lack the intensity and duration needed to support them to change their life trajectories. That's why Friends of the Children exists - we have a different, *powerful* model that works.

OUR MISSION & UNIQUE MODEL

For three decades, Friends of the Children has been impacting generational change by empowering youth who are facing the greatest obstacles through relationships with professional mentors – 12+ years, no matter what. Using a rigorous process validated by research for identifying children facing the greatest obstacles, we proactively select children ages 4-6 directly from schools, the foster care system, and through community partners. We provide each of these children and their families with intensive, individualized guidance from full-time, highly trained, paid professional mentors called Friends. With our Friends, we are uniquely positioned to build trust and maintain relationships with children and families who are the hardest to reach. We walk alongside every child from the age of four *through* graduation. *That's 12+ years. No matter what.*

SUCCESSFUL, EVIDENCE-BASED, LONG-TERM OUTCOMES

100% of our youth are at risk of foster care. Over 30% of our youth and 30% of caregivers have experienced foster/kinship care. Yet, third-party evaluation shows youth in our program break cycles of poverty and achieve success. Youth who have experienced time in care and who graduate from the program achieve our long-term outcomes at the same rate other youth in our program[i] – remarkable results considering the national statistics for youth transitioning out of foster care[ii,iii]:



In addition, 92% of our youth achieve one of 3 E's: enrollment in post-secondary education, enlistment in the military, and living-wage employment[iv].

EXECUTIVE SUMMARY

ACCELERATING SCALE

Friends of the Children was founded in 1993 in the Albina neighborhood in Northeast Portland, OR. Today, we are a strong network of independent 501c3 chapters led by a National Office that uses a shared service model for efficiencies and to ensure youth 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 promoting the sharing of best practices, innovation, and program fidelity. Through catalytic capital aggregation and growing evidence on our model, we have added 27 locations since 2014. **In 2023, we are celebrating our 30th anniversary as a 32-site, $62M network and establishing our headquarters as a National Center of Excellence in Paid Professional Mentoring. Based on market signals and philanthropic commitments, we are poised to scale to 40 locations in 25 states and sovereign Tribal nations through the launch of a $100M expansion campaign.**

SCALING STRATEGIES

We are growing to serve 4,000 youth in 40 communities by 2025, leveraging our model for foster care prevention and intervention by:

1. Sustaining and Growing Existing Locations	2. Launching New Locations	3. Scaling our 2Gen Approach to all Locations	4. Branding Friends as the Most Admired National Nonprofit	5. Advancing Systems Change
We believe that every child who needs a Friend should have one.	We bring our model to communities that invite us to join their work to improve outcomes for all children and families.	We are leveraging and enhancing the whole-family approach of our program model, including updating performance metrics to assess impact.	We are increasing organizational visibility to grow awareness of our model's impact.	When public systems (foster care, juvenile justice, etc.) embed our paid, professional mentors as a prevention and intervention strategy, we reduce the need for system intervention in youth and families' lives.

LEADERSHIP

Our experienced National team includes Terri Sorensen, Chief Executive Officer, who has led Friends' expansion for 20 years; Erinn Kelley-Siel, JD, Chief Officer of Expansion and Policy, former Director of the Oregon Department of Human Services; Abby Weast, MBA, with over 20 years in operations and finance; Carmi Brown, MA, Chief Program Officer, a leader from public and privatized child welfare; and Dr. Tarece Johnson, Ed.D, Chief Officer of Belonging, Culture, and Equity. The diverse National Board of Directors includes: Our founder, Duncan Campbell, executive directors from our chapters, the former deputy general counsel for PwC, major foundation leaders, and key executives for corporations like Nike and AT&T.

MARKET CONTEXT AND NEED: THE PROBLEM

POVERTY, NEGLECT, FOSTER CARE, AND JUVENILE JUSTICE

What's most important to know? Children at risk of foster care or already in the system tend to score lower than their peers on standardized tests, and often have higher school absence rates. As a result of the trauma they experience, these youth tend to exhibit behavioral problems at school that result in higher suspension and expulsion rates. Perhaps most important, children in foster care who change schools frequently face challenges in forming supportive relationships with teachers and peers. These relationships contribute significantly to the development of resilience and are critical to a child's long-term development and wellbeing.

Youth who have experienced abuse and neglect and are receiving child welfare services experience steep challenges to their success, particularly related to academic outcomes:

- In some communities, 75% change schools when first entering care[v]. One third change schools each year, losing an average of four to six months of learning with each move[vi].
- 65% experience more than one living placement while in care, often accompanied by additional changes in schools. By 17-18 years of age, 34% experience 5 or more school changes[vii].
- Children spend an average of 2 years in the foster care system, missing out on the social and emotional support needed to cope with the often chaotic, unstable experience of being in foster care[viii].

Further compounding the issue are children whose parents were child welfare involved. These young parents have already experienced the trauma of abuse, neglect, and the child welfare system themselves. Due to a lack of strong, consistent examples of positive parenting, young parents who themselves experienced foster care may not be well-equipped to provide and tend to the needs of their own children. In addition, these young parents are already visible to public systems due to their own involvement. For example, 53% of babies born to moms in foster care are reported to Child Protective Services (CPS) by the age of 3, and 68% of mothers who grew up with long, unstable placements in care and who have mental health needs are at risk of having their babies reported to CPS[ix]. The foster care system can only address limited symptoms; it isn't designed to prevent or intervene generational cycles of trauma.

What are we doing about it? In 2021, the number of children in the U.S. who entered foster care was 206,812. That includes 10,021 children who were only 5 years old at the time of entry[1x]. With the accelerated expansion of the Friends of the Children model outlined in this plan, we believe that by 2030, we can reduce the number of 5-year-olds entering foster care by 10%. We will do this by enrolling new cohorts of at least 1,000 children per year (by 2030) across our multi-site network who are at greatest risk of foster care entry, which correlates to approximately 10% of the 5-year-olds entering care annually.

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[1] U.S. Department of Health & Human Services, Administration for Children and Families, Administration on Children, Youth and Families, Children's Bureau. (2022). *The AFCARS Report*. https://www.acf.hhs.gov/sites/default/files/documents/cb/afcars-report-29.pdf

MARKET CONTEXT AND NEED: THE PROBLEM

POVERTY, NEGLECT, FOSTER CARE, AND JUVENILE JUSTICE

Compared with children who live with their parents, children in foster care or kinship care experience poverty at higher rates[xi]. And unfortunately, 9% of all children under the age of 6 live in deep poverty[xii].

Of children under the age of 6 living in extreme poverty, many experience 3 or more risk factors, including[xiii]:

- Low parental education (25%)
- Single parent (75%)
- Residential mobility (25%)
- Unemployed parent(s) (47%)
- Large family - 4 or more children (25%)
- Teen mother (25%)
- Household without English speakers (12%)

The costs are high:

- When youth in foster care experience frequent placement changes – the chances of which increase the longer a child is in care - the likelihood of incarceration also increases. One study found that by age 17, over half of youth in foster care experienced an arrest, conviction, or overnight stay in a correctional facility. The financial costs are noteworthy, too. It costs states an average of $214,620 per year to incarcerate one child in the juvenile justice system – a 44% increase since 2014[xiv].

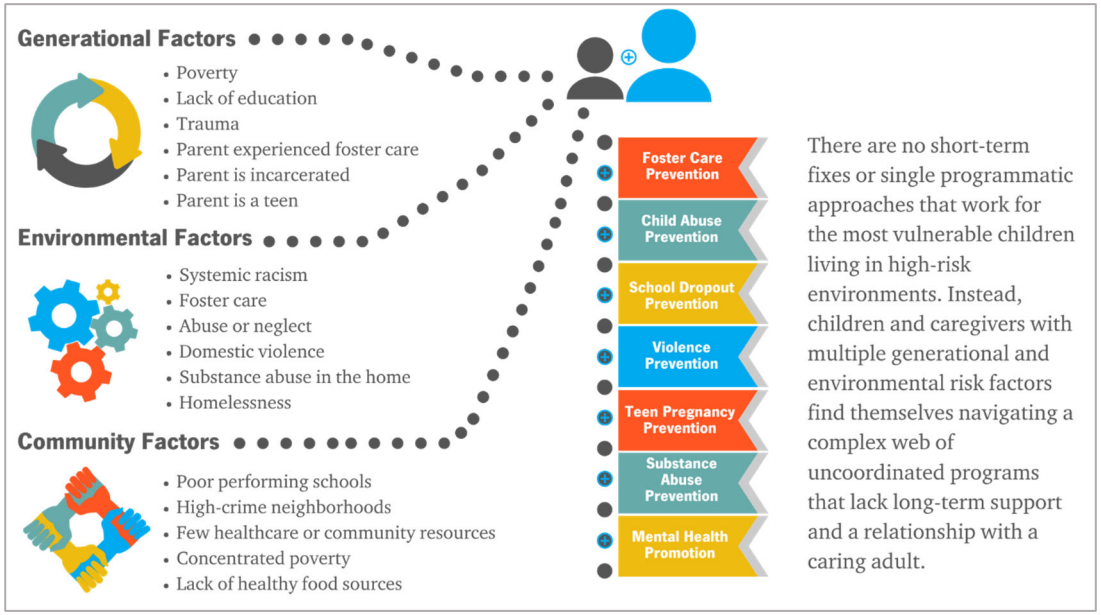
Traditional youth-serving organizations have models that reach high-potential children but struggle to adequately support youth facing the greatest challenges. Friends of the Children fills this void.

MARKET CONTEXT AND NEED: GENERATIONAL CYCLES

Children experiencing poverty are more likely to come to the attention of the child welfare system. Once a family comes to the attention of the child welfare system, the risk increases that children will be removed and placed into foster care. Once in foster care, the likelihood increases that generational cycles of trauma, poor education outcomes, untreated mental health challenges, and involvement in the justice system will perpetuate. Generational cycles of families lacking opportunity and experiencing trauma perpetuates inequity and misses the chance for thousands of people to reach their full potential and become successful, contributing members of society.

Roughly 1 in 16 children live in extreme poverty[xv] and experience significant adversity. Of those, Black/African American, Hispanic/Latinx, and American Indian/Alaska Native children are disproportionately affected by extreme poverty, when compared to White children. Additionally, children growing up in areas of concentrated poverty face the absence of critical resources needed for healthy development.

Extreme obstacles, such as generational school failure; parental substance abuse and incarceration; violence in the home and surrounding community; and teen pregnancy create a cycle where children fail within education, behavioral health and foster care systems, and too frequently land in the juvenile justice system.



WHY NOW? Our country has made efforts to improve the education, child welfare and children's behavioral health systems over the course of several decades. Even so, the pandemic laid bare that existing approaches are failing to meet the needs of youth facing the toughest challenges. It's time to invest energy in building something new – a new model of supports for children and families that is predicated on the assumption that when children can safely be at home with their families, they should be. When families get the supports they need, nearly all parents can protect their children and wish to do so. 30 years of evidence demonstrates that our model offers an opportunity to break cycles of poverty, disruption and trauma by changing lives and maximizing resources to get results for children that otherwise might be left behind.

MARKET CONTEXT AND NEED: DEMAND

WHO NEEDS US

The child welfare system. Friends of the Children's track record of success is of increasing interest as an effective foster care prevention and intervention strategy. In 2019, Los Angeles County invested $3 million to leverage Friends of the Children's model to reduce sustained system involvement for families in the Antelope Valley by rerouting child welfare concerns to our support services before they are escalated to the child welfare system. Data show that 93% of these families have had no further contact with the child welfare system. In Austin, TX, children who have experienced foster care are enrolled in Friends of the Children's program through a partnership with CASA. Of these children, 0% have re-entered the foster care system, compared to a national re-entry rate (for families who are reunified) of 27%[xvi].

The mental health system. For decades, Friends have bridged the gap for children with significant histories of trauma and compounded adversity. Our model is proven to mitigate trauma and build pro-social skills in youth and support protective capacity building in caregivers. Friends also serve as critical supports for children and families who experience a mental health crisis. Today, the demand for child mental health services, including those provided by clinical professionals, exceeds the supply – especially after the pandemic. This trend is expected to continue or worsen unless there are substantial structural changes in how mental health services are provided. Investment in paid, professional mentors who are trained to increase engagement in therapeutic supports, and who refer and consult with clinical providers, would increase the number of young people accessing mental health services and reduce the burden on the existing system.

The education system. Friends' successful history of closing the achievement gap, particularly for youth of color, creates opportunity for education officials to invest outside the classroom and improve attendance, social-emotional learning, and overall school success – culminating in high school completion and positioning youth for post-secondary success.

Programs specifically designed to address the intergenerational outcomes we are impacting. For example, high school drop-out, teen pregnancy, and delinquency prevention programs. In Charlotte, NC, an organization called Thompson Child & Family Focus, which serves youth facing the highest risks through residential treatment and other service methods, sought out our model to become a part of their care continuum and launched our Charlotte chapter in 2017.

Communities committed to kids facing great challenges are often frustrated with the cost and ineffectiveness of existing systems and agencies to meet their needs. They have a desire to partner with proven, innovative models, and have an ability to secure both anchor philanthropy and sustainable investments.

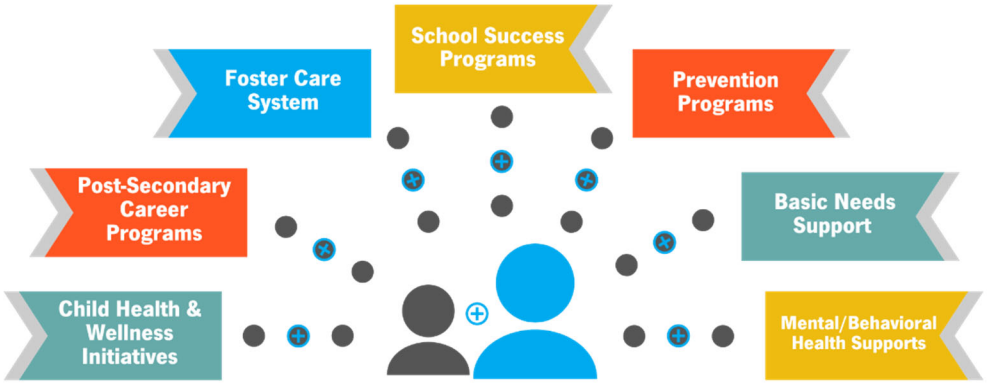
MARKET CONTEXT AND NEED: ECOSYSTEM ANALYSIS

While there are many programs for children facing systemic obstacles, there are very few programs that offer a long-term, individualized, and comprehensive approach for children and families in the highest-risk environments. Of these, there are even fewer programs that deliver outcomes that both interrupt generational cycles and create systemic change.

For example, like Friends of the Children, Head Start selects children early, but doesn't commit to each child for 12+ years. Big Brothers Big Sisters of America provides youth with one-on-one relationships, but parents and youth must come to them and volunteer mentors often aren't equipped to serve youth facing the greatest challenges. Court Appointed Special Advocates (CASA), who only work with youth while they are in foster care, uses a formal selection process to identify children most in need of its services, but differs from Friends because it does not comprehensively spend time with each child in school, at home, and in their communities for 12+ years, nor does it have paid, professional advocates. With its long-term, relationship-based approach, Friends is uniquely positioned to meet the demands of children with multiple barriers to success. For our expansive peer group analysis, please see appendix E.

COMMUNITY PARTNERS

Our holistic model helps families navigate siloed support services provided by other organizations and fills in the gaps not covered by other programs. These organizations often become our community partners and actually advocate for our program. Because we build trusting relationships with the communities' most disenfranchised children and families, we have a synergistic relationship with these partners, improving their outreach, access, enrollment, and support to those same children and families. Our community partners include: schools, social services, child welfare agencies, health and mental health service providers, and youth development programs related to education, post-secondary/career preparation, cultural, recreational, and artistic activities. **As a navigation hub for each multi-system-involved child and family that we serve, we unify efforts to expand collective impact in our communities.**



Friends help each child and family navigate services

POLICY IMPACT

Our promising third-party evaluation findings and significant public and private investment in both of our Randomized Controlled Trial (RCT) studies, have sparked the attention of leaders who are charged with decreasing education, child welfare, and juvenile justice budgets, while improving youth and caregiver outcomes. We are growing the number of partnerships with policymakers, funders, and thought leaders who can be effective champions for us to become a leading strategy in our nation's commitment to ensuring well-being for all children and families.

MARKET CONTEXT AND NEED: VISION FOR CHANGE

Patrick, like every child invited to join Friends of the Children, wanted to be a regular, carefree kid. He wanted to feel love, support, and belonging. However, He had an unstable start to life. His mother, who was a teen when he was born, struggled with addiction and his father became involved in the criminal justice system. Patrick was also impacted by poverty, which often meant his basic needs weren't being met. He struggled with hunger and didn't have access to medical or dental care.

Patrick started school with a lack of support needed to succeed in the classroom. Because his home environment was unstable, he was frequently in trouble for aggressive behavior, missed 45 days of school in kindergarten, and struggled with homework. Patrick needed support from a caring adult who would provide him with emotional and developmental support, encourage him to find interests, read to him, or help out in ways his family was unable to. Patrick also needed a caring adult to help him manage his emotions, and to feel safe and loved.

Patrick began building a trusting relationship with his Friend Carlos while he was in kindergarten. Carlos was a constant for Patrick even when he entered the foster care system at the age of 10. Even through the chaos of foster care, because of support from Carlos, Patrick started going to school more and developed needed social-emotional skills. He found a passion for writing poetry and participated on sports teams. Traditional services weren't enough, but Friends of the Children empowered Patrick to succeed.

Patrick went on to graduate from the University of Oregon where he majored in Public Policy and Philosophy. He used these skills to advocate for the establishment of a bill of rights for youth in foster care, which became law in Oregon! Patrick also worked as an assistant legislative coordinator at the Oregon Department of Human Services, coming full circle to help more children and families impacted by foster care.

Siloed, short-term, single-intervention strategies don't work for children facing the greatest challenges in the highest-risk environments. These children need a long-term, consistent relationship with an adult. Our model is already proven to close the opportunity gap. Our expanding influence in child welfare and in mental health puts us in a position to also demonstrate our impact as a prevention and intervention strategy for multiple systems. The cross-systems impact of Friends of the Children proves that this intensive, lasting, and individualized intervention is the key to changing lives and the systems that serve the children facing the greatest barriers to success in this country.

Patrick's story illustrates how a Friend can mitigate trauma, break the cycle of poverty, and change a life - one child at a time. Friends of the Children is the answer.

STRATEGY AND THEORY OF CHANGE: DESCRIPTION OF ORGANIZATION AND MISSION

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. All youth in our program are either at risk of entering foster care or have already experienced foster or kinship care. Many of our youth have parents who grew up in foster care themselves.

32 LOCATIONS ACROSS THE COUNTRY

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 youth and family 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 promoting the sharing of best practices, innovation, and program fidelity.

Mission

Friends of the Children's mission is to impact generational change by empowering youth who are facing the greatest obstacles through relationships with professional mentors – 12+ years, no matter what.

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 public systems.

Values

- Put Children First
- Build Relationships on Love
- Commit to Empowerment
- Pursue Goals Relentlessly
- Demand Equity

Social Value Proposition

Our model has a proven impact for children and families experiencing trauma and intergenerational poverty. Program graduates show greater educational attainment, and lower teen parenting and juvenile justice involvement compared to peers. Our social return on investment is 7 times greater than the cost of the program, saving $900,000 over the life of each youth served[xvii].

STRATEGY AND THEORY OF CHANGE: CORE PROGRAM ELEMENTS

1: SERVE CHILDREN AND FAMILIES FACING THE GREATEST OBSTACLES

Friends of the Children identifies children and parents facing the greatest obstacles based on risk factors shown by research to be most predictive of serious long-term negative outcomes. We select children for our program who are most at risk of entering (or re-entering foster care), who live in underinvested neighborhoods and who attend under-resourced schools – children with parents who may have already experienced those same challenges.

2: CREATE AND SUSTAIN ONE-ON-ONE RELATIONSHIPS

Research indicates that the single most important factor that cultivates resiliency with young people is a caring and consistent relationship with an adult. Friends of the Children provides each child in our program – and their often young parents – with exactly such a relationship with a paid, professional mentor (Friend).

3: INTERVENE EARLY

A Friend enters a child's life by the age of 6, before negative behaviors have become ingrained. Early intervention enables a Friend to model and instill positive behaviors while the child's heart and mind are open.

4: COMMIT FOR THE LONG-TERM

We are committed to providing a Friend for a total of 12+ years—from ages 4-6 through high school graduation. We keep this commitment even when youth move or change schools within our service area.

5: EMPLOY PROFESSIONAL MENTORS

A Friend is a full-time, trained, paid, professional mentor who comes from the community they serve and who is hired for their experience and talent for working with youth facing the greatest obstacles. With their diversity, education, passion, and commitment, Friends are the heart of our program.

6: IMPACTFUL FRIEND-TO-CHILD RATIOS

Because each Friend works with 8-10 children, a Friend is able to give each child his or her full attention for 12-16 hours each month.

7: CONNECT ALL AREAS OF CHILDREN'S LIVES

Because a Friend spends time in each child's home, school, neighborhood, and community, they are able to provide continuity in these often unstable environments and to serve as a link between different facets of the child's life.

8: PROVIDE MEANINGFUL EXPERIENCES

We design distinct experiences for each of our children that enable them to explore and develop their diverse talents and interests, expand their worldviews, and learn vital relationship and life skills, like our nine "Core Assets" – key prosocial skills linked to youth success.

CORE ASSETS

Friends work with each youth and caregiver to build our core assets – critical prosocial skills.

- GROWTH MINDSET
- BELONGING
- HOPE
- PROBLEM SOLVING
- PERSEVERANCE & GRIT
- SELF-MANAGEMENT
- SELF-DETERMINATION
- FIND YOUR SPARK
- POSITIVE RELATIONSHIP BUILDING

STRATEGY AND THEORY OF CHANGE: SELECTION, COMMITMENT, AND SUPPORT

SELECTION: Friends of the Children uses a rigorous child selection process

1. Early Identification

We partner with public schools, child welfare agencies, and community organizations to identify children ages 4-6 who are least likely to overcome extreme risk factors without long-term support.

2. Selection

To select youth, we use data, observation, and evaluation based on assessment risk factors proven to be most predictive of serious long-term negative outcomes (generational cycles of poverty, abuse, incarceration, low parental education, and teen parenting). The same rubric for evaluation is used with all selection partners.

3. Enrollment

Our outreach is extensive, as caregivers are distrusting of systems or may not have the time or opportunity to access support. We start every invitation to caregivers to join our program with this question: "What hopes and dreams do you have for your child?" 95% of caregivers welcome us into their lives[xviii].

Risk Factors of Youth	% Youth Nationally[xix]	% Youth in Friends[xx]
Parent did not complete high school	15%	68%
Eligible for free/reduced lunch	28%	90%
Family member incarcerated	4%	58%
Born to teen parent	8%	80%

COMMITMENT: We commit to children for 12+ years, *no matter what*

- Select children facing the greatest challenges early
- Commit to children from ages 4-6 through high school graduation
- Provide a paid, full-time, professional mentor for each child
- Spend 12-16 hours per month with each child, year-round, in and out of school

SUPPORT: Friends and program staff holistically support children and families

- Develop a plan for each child designed with activities that ensure the achievement of individual developmental milestones
- Engage children in recreational, cultural, and community service activities that enhance talents and skills
- Visit with each child in school
- Build a relationship with families, connect them to basic-needs resources, enabling their children to thrive, and empowering siblings, parents, and other caregivers
- Provide consistency across transitions for children experiencing foster care
- Adapt the program during the teen years to meet older youths' peer-oriented development needs
- Empower each program graduate to create an individualized plan for life after high school

STRATEGY AND THEORY OF CHANGE: THEORY OF CHANGE

Strategies

- Intentional 1:1 Long-term Relationships
- Set Individual Roadmap Goals
- Intentional Group Programming
- Friend & Program Advocacy
- Connection to Resources

Impact Drivers

Core Assets

- Growth Mindset
- Belonging
- Hope
- Problem Solving
- Perseverance & Grit
- Self Management
- Self Determination
- Find Your Spark
- Positive Relationship Building

Social Capital

- Youth and Caregiver Community-Building

Intermediate Outcomes

School Success

- Regular school attendance
- Positive school behavior
- Successful course performance

Prosocial Development

- Builds relationships with supportive peers
- Builds relationships with supportive adults
- Builds connections with community resources

Improved Health

- Healthy nutrition
- Regular physical activity
- Undersand & use preventive physical & mental health resources

Making Good Choices

- Engages in positive extra-curricular activites
- Engages in non-aggressive behavior
- Makes self-guided decisions to avoid risky behavior

Plans & Skills for the Future

- Attain skills for safety & independence
- Youth can set short & long-term goals & monitor progress towards them

Long-Term Outcomes

- High School Graduation
- Avoid Juvenile Justice
- Avoid Teen Parenthood
- Enrollment Employment Enlistment

STRATEGY AND THEORY OF CHANGE: INTERNAL EVALUATION

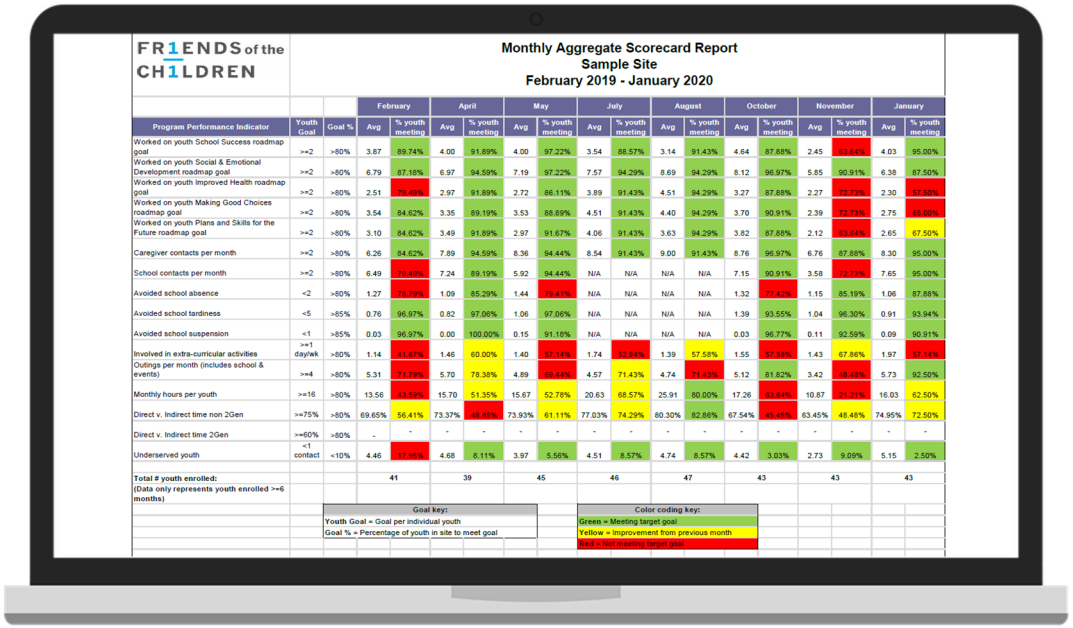
Friends of the Children is committed to continuous improvement. We ensure alignment with our mission and theory of change through internal and external evaluation and live our value of Demand Equity by incorporating youth, caregiver, and Friend voices.

PROGRAM PERFORMANCE SCORECARD SYSTEM:

In our Program Performance Scorecard System, Friends record every meeting and interaction with our participants in our shared network-wide database management system. Friends input academic data (school records and results), their contacts with families, and information about support during crises and challenges in the home, in addition to their own assessments of youth progress.

Data is reported back through our Program Performance Scorecard System on a monthly, quarterly, and annual basis so Friends can adjust how they are working with youth in real time, based on what data and trends tell them about youth progress. Caregivers provide input and feedback through a caregiver survey, and youth also complete an annual assessment beginning after second grade.

Executive and program directors regularly review monthly, quarterly, and annual scorecards together to amplify successes, troubleshoot challenges, and use trends to reflect, adjust, and drive strategy for youth empowerment. We are also able to analyze subgroups of our participants – for example, by race, gender, and/or grade cohorts – which allows us to reflect and adjust approaches through a cultural and developmental lens.



FR1ENDS of the CH1LDREN

Monthly Aggregate Scorecard Report
Sample Site
February 2019 - January 2020

			February		April		May		July		August		October		November		January	
Program Performance Indicator	Youth Goal	Goal %	Avg	% youth meeting	Avg	% youth meeting	Avg	% youth meeting	Avg	% youth meeting	Avg	% youth meeting	Avg	% youth meeting	Avg	% youth meeting	Avg	% youth meeting
Worked on youth School Success roadmap goal	>=2	>80%	3.87	89.74%	4.00	91.89%	4.00	97.22%	3.54	88.57%	3.14	91.43%	4.64	87.88%	2.45	63.64%	4.03	95.00%
Worked on youth Social & Emotional Development roadmap goal	>=2	>80%	6.79	87.18%	6.97	94.59%	7.19	97.22%	7.57	94.29%	8.69	94.29%	8.12	96.97%	5.85	90.91%	6.38	87.50%
Worked on youth Improved Health roadmap goal	>=2	>80%	2.51	79.49%	2.97	91.89%	2.72	86.11%	3.89	91.43%	4.51	94.29%	3.27	87.88%	2.27	72.73%	2.30	67.50%
Worked on youth Making Good Choices roadmap goal	>=2	>80%	3.54	84.62%	3.35	89.19%	3.53	88.89%	4.51	91.43%	4.40	94.29%	3.70	90.91%	2.39	72.73%	2.75	65.00%
Worked on youth Plans and Skills for the Future roadmap goal	>=2	>80%	3.10	84.62%	3.49	91.89%	2.97	91.67%	4.06	91.43%	3.63	94.29%	3.82	87.88%	2.12	63.64%	2.65	67.50%
Caregiver contacts per month	>=2	>80%	6.26	84.62%	7.89	94.59%	8.36	94.44%	8.54	91.43%	9.00	91.43%	8.76	96.97%	6.76	87.88%	8.30	95.00%
School contacts per month	>=2	>80%	6.49	79.49%	7.24	89.19%	5.92	94.44%	N/A	N/A	N/A	N/A	7.15	90.91%	3.58	72.73%	7.65	95.00%
Avoided school absence	<2	>80%	1.27	76.79%	1.09	85.29%	1.44	79.41%	N/A	N/A	N/A	N/A	1.32	77.42%	1.15	85.19%	1.06	87.88%
Avoided school tardiness	<5	>85%	0.76	96.97%	0.82	97.06%	1.06	97.06%	N/A	N/A	N/A	N/A	1.39	93.55%	1.04	96.30%	0.91	93.94%
Avoided school suspension	<1	>85%	0.03	96.97%	0.00	100.00%	0.15	91.18%	N/A	N/A	N/A	N/A	0.03	96.77%	0.11	92.59%	0.09	90.91%
Involved in extra-curricular activities	>=1 day/wk	>80%	1.14	41.67%	1.46	60.00%	1.40	57.14%	1.74	52.94%	1.39	57.58%	1.55	57.58%	1.43	67.86%	1.97	57.14%
Outings per month (includes school & events)	>=4	>80%	5.31	71.79%	5.70	78.38%	4.89	69.44%	4.57	71.43%	4.74	71.43%	5.12	81.82%	3.42	48.48%	5.73	92.50%
Monthly hours per youth	>=16	>80%	13.56	43.59%	15.70	51.35%	15.67	52.78%	20.63	68.57%	25.91	80.00%	17.26	63.64%	10.87	21.21%	16.03	62.50%
Direct v. Indirect time non 2Gen	>=75%	>80%	69.65%	56.41%	73.37%	48.65%	73.93%	61.11%	77.03%	74.29%	80.30%	82.86%	67.54%	45.45%	63.45%	48.48%	74.95%	72.50%
Direct v. Indirect time 2Gen	>=60%	>80%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Underserved youth	<1 contact	<10%	4.46	17.95%	4.68	8.11%	3.97	5.56%	4.51	8.57%	4.74	8.57%	4.42	3.03%	2.73	9.09%	5.15	2.50%
Total # youth enrolled: (Data only represents youth enrolled >=6 months)			41		39		45		46		47		43		43		43	

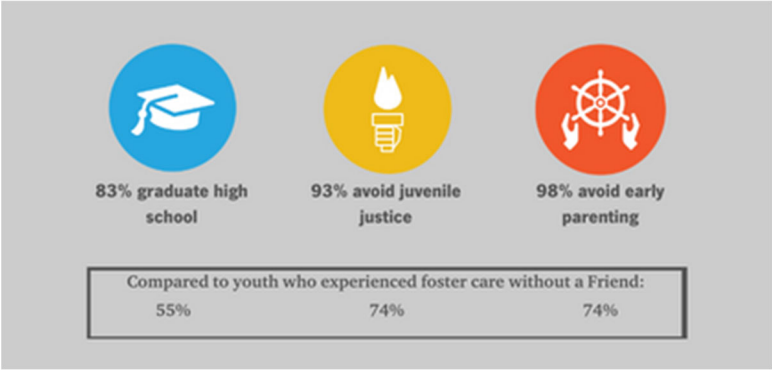
Goal key:	Color coding key:
Youth Goal = Goal per individual youth	**Green** = Meeting target goal
Goal % = Percentage of youth in site to meet goal	**Yellow** = Improvement from previous month
	Red = Not meeting target goal

We share the Program Performance Scorecard with our National Board of Directors, and each chapter shares it with their Board. This ensures that our strategy will continue to align with our mission and we can collectively engage in strategic initiatives to improve program quality.

STRATEGY AND THEORY OF CHANGE: EVIDENCE OF POSITIVE IMPACT

Regular third-party evaluations:

NPC Research provides evaluations that allow us to analyze our data with respect to our 3 long-term outcomes[xxi]:



In addition to our 3 long-term outcomes, data collected and analyzed internally show that 92% of our youth go on to achieve one of the "3 E's": enrollment in post-secondary education, enlistment, and/or employment.

Annie E. Casey Foundation Study:

In a qualitative study by the University of Washington, funded by the Annie E. Casey Foundation, caregivers impacted by child welfare reported positive impact from the Friends of the Children program. Resulting recommendations are the foundation of our 2Gen approach.

Longitudinal Randomized Controlled Trial (RCT) 2Gen Study:

In 2022, in partnership with the University of Notre Dame's Lab for Economic Opportunities (LEO) and funding from the Conrad N. Hilton Foundation, we launched a second, multi-site RCT to evaluate the impact of our 2Gen approach. Results are expected in 2028.

Longitudinal Randomized Controlled Trial (RCT) Study:

Due to promising third-party evaluation findings, we are the subject of a multi-site RCT conducted by researchers affiliated with the Universities of Washington, Oregon and Texas, and Princeton. This rigorous study follows children in our program and in a control group, comparing the progress of each group over time. The study has been funded by the National Institutes of Health, the Robert Wood Johnson and Edna McConnell Clark Foundations, and the Office of Juvenile Justice & Delinquency Prevention (OJJDP), an office of the US Department of Justice. The study is following children over 12+ years, including through important transitions into middle and high school and on to early adulthood. Final results will be published in 2026.

ROI study conducted by the Harvard Business School Association of Oregon (HBSAO):

In 2011, the HBSAO created a Social Return on Investment (SROI) model that quantifies the benefits of Friends of the Children mentoring and compares those benefits to the program's costs. Data was retrieved from our annual third-party evaluations, government sources, and academic studies cited by government agencies. Even without incorporating costs for public health and child welfare services, the SROI study found that[xxii]:

Every dollar invested in Friends of the Children returns more than $7 benefit to the community.

For each program youth, that's a return of nearly $900,000 over their lifetime.

SCALING STRATEGIES

We continue to work toward our vision that one day, all children will have a long-term, consistent relationship with a caring adult who believes in them. In celebration of our 30th anniversary, we are launching a three-year, $100M expansion campaign to expand programming to 4,000 youth and their families (approximately 20,000 youth, siblings, and caregivers) in diverse communities across the country by 2025. Our plan includes five mutually reinforcing strategies, growing our footprint but more importantly, scaling our impact and setting more youth and families on pathways of empowerment:

In this post-pandemic era, the challenges facing children and families have grown. Thought leaders want to invest in game-changing approaches. Existing systems created to protect and educate children are failing to meet the needs of youth facing the toughest challenges. Ultimately one of our aims is to codify the practice of professional mentoring. Codification will further enable scale. When the practice of paid, professional mentoring becomes the working model to support children and families facing the greatest obstacles – we create a path by which, ultimately, more children and families experience self-sufficiency – and fewer families need systems like child welfare and juvenile justice.

STRATEGY #1: SUSTAIN AND GROW EXISTING LOCATIONS

WHY THIS STRATEGY MATTERS

Friends of the Children takes seriously the 12+ year commitment we make to each child and family served, which means ensuring the programmatic and financial sustainability of our existing sites is a top priority. Leaders across our network have shared this is especially important for sites serving in rural or smaller, outlying communities where there are often fewer opportunities to access sustainable, philanthropic resources. In addition, existing chapters are uniquely poised to deepen their impact in communities they serve. We are providing a Friend to even more children who need one by growing to serve more youth at existing locations in two significant ways: 1) leaning into opportunities to scale systems impact where we already work with emphasis on goals like foster care reduction or reducing the impact of gun violence; and 2) growing the geographic footprint of existing chapters.

This is why we are excited to announce the launch of our new Chapter Impact Fund, which will provide capacity-building grants to existing Friends of the Children sites, ensuring they are able to sustain current services and expand their impact to even more youth and families.

IMPLEMENTATION APPROACH

Through grants provided by our Chapter Impact Fund, we are investing in the growth of existing sites and we are identifying strategies to maximize efficiencies in staffing and operations to support their sustainability. We implement culturally responsive program enhancements to support the needs and strengths of the diversity of children represented in our program.

NATIONAL SUPPORT

In addition to creating the Chapter Impact Fund and identifying and sharing strategies for chapters to maximize efficiencies in staffing and operating structures, Friends of the Children – National serves as a vital partner to existing sites by providing high-quality support services to increase capacity across our network. This includes contracted finance, HR, IT, and grants management services through the first 1-3 years following a chapter's launch, and as needed afterward. This also includes sharing best practices; supporting organizational development and capacity building at every stage of a chapter's life cycle; managing a shared database which allows us to invest in research and development with top universities; and leading the field in demonstrating what works for children in or at risk of foster care. We regularly convene network leadership via monthly calls for Executive, Program, and Development Directors, as well as operations leaders. These calls include topics such as: sustainable fundraising, balancing fidelity and innovation, responding to individual community issues, leadership development, collaborative problem solving, and best practices for benefitting all youth and families. In addition, National convenes semi-annual meetings for leaders, with one annual network Board Chair and Executive Director summit.

OPTIMIZING SCALE THROUGH INNOVATION

The expansion of existing Friends of the Children sites into new communities and geographic regions has necessitated innovation in our organizational structure to ensure that all sites – particularly those that serve children and families located in rural communities – are positioned for long-term, sustainable growth while optimizing collaboration and shared efficiencies. For example, because of the wide geographic footprint across which Montana's population is disbursed, we are excited to be piloting a forward-thinking approach in Montana that includes a subsidiary organizational structure through which our sites in Missoula (Friends of the Children – Western Montana) and in Billings (Friends of the Children – Eastern Montana) operate independently under one Friends of the Children – Montana umbrella. This structure creates a framework that can be responsive to growing need and opportunity in other communities that are geographically widespread through state- or regional-level leadership.

STRATEGY #1 (cont.): SUSTAIN AND GROW EXISTING LOCATIONS

LESSONS LEARNED - 2020-2022

- Local approaches to expand impact include growth to serve more youth and caregivers, as well as additional regions/geographies within a chapter's service area
- Two-generation impact work at new and existing locations is impacting both youth receiving 1:1 mentoring support and the entire household (including caregivers and siblings)
- Chapters in rural communities and serving Tribal nations need enhanced National support for regional development and fundraising

SHORT TERM 2022-2025 MEASURES OF SUCCESS

Our value of Pursuing Goals Relentlessly guides our daily work. We are disciplined in our commitment to goals, while innovative in how we reach them – we are relentless so our youth and families can be resilient. We are measuring the short-term success of this scaling strategy against the following indicators:

- 100% of existing locations are enrolling new cohorts of youth annually
- 1-2 existing sites are expanding to additional locations annually

MAINTAINING OUR 12+ YEAR COMMITMENT TO EVERY CHILD AND FAMILY SERVED

Our chapters are determined to keep their 12+ year commitments to youth and families. As the families we serve are often forced to move due to housing shortages and rising home prices, chapters are broadening their reach within their service areas – opening satellite offices or co-locating with service partners in addition to a main clubhouse. This not only ensures continuity of service to youth, it also maximizes a Friend's time with youth and minimizes time commuting. Four chapters have already taken this approach to service area expansion and several more are in the process of adopting it. National is a thought partner with chapters as they expand across their regions to maximize efficiency while maintaining a strong culture of effective practice in service to youth and families.

STRATEGY #2: LAUNCH NEW LOCATIONS

WHY THIS STRATEGY MATTERS

Communities across the country are looking for ways to improve outcomes for children and families facing the greatest obstacles. Too often, cycles of trauma are being repeated as children and families lack the supports they need to be safe, stable and self-sufficient. Some of the greatest areas of need in this country are often the most under-resourced. Communities of color, Indigenous people and sovereign Tribal nations, and children and families living in rural areas have for centuries experienced disinvestment and disenfranchisement that today manifests in over-representation in systems like child welfare and criminal justice. These communities are increasingly reaching out to us as an opportunity to reduce systems involvement and improve family stability. To that end we are setting a bold goal: With accelerated expansion of the Friends of the Children model to new locations, we believe that by 2030 we can reduce the number of 5-year-olds entering foster care annually by 10%. Between now and 2025, we will make progress toward that goal by increasing our annual network enrollment from 4 to 6% of children aged 4-6 who are most at risk of foster care entry.

Three decades of dedication to measurement and evaluation, internal performance management, and diversified funding sources has led to Friends of the Children's successful track record of program model replication in new communities. Through catalytic capital aggregation and growing evidence on our model, we have added 27 locations since 2014. **Now, we are celebrating our 30th anniversary as a 32-site, $62M network. As more communities identify our model as a mitigating solution to some of their most pressing challenges, we are poised to expand to 40 locations by 2025. With great humility, we are also expanding our partnerships with sovereign Tribal nations. Our $100M campaign will enable us to grow to serve 4,000 youth and their families, or a total of approximately 20,000 individuals**. Challenge match grants are a cornerstone of our approach, serving to inspire key local philanthropic investments in new communities, and multi-year giving opportunities are leveraged as often as possible.

IMPLEMENTATION APPROACH

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

Grow Evidence

- Leverage network data and invest in third-party, multi-site research and evaluation

Diversify Funding for Sustainability

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

Build Intentional Local Community Support and 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, help reach a critical mass that garners more funding and accelerates community-wide impact

STRATEGY #2 (cont.): LAUNCH NEW LOCATIONS

NATIONAL SUPPORT

Prior to launching a site in any new community, National expansion officers spend significant time building relationships with community stakeholders to understand how our model fits into a community's landscape of existing services. As part of our extensive due diligence process, there are four main steps to launching a new site:

1. Receive an invitation and a catalytic investment to launch efforts to bring our model into a new community.
    a. We bring our model to communities who invite us to join their work, and where there is not only a need but also desire for our services, demonstrated through local catalytic investments.
    b. We assess whether we have the full support from key community stakeholders with whom we seek to partner: public officials, state and local agencies, business leaders, community organizations and philanthropic leaders.
2. Identify local champions to help raise three years of seed capital (between $1 million - $2.5 million) through multiple sources, and to connect and engage local community and nonprofit partners to build awareness and collaboration.
    a. Seed capital is committed over a 3-year period. Securing operational funds for 1-3 years prior to launch, preferably via multi-year gifts, demonstrates community buy-in and ensures that new locations start with an existing donor base. Our National Expansion Team works with local champions and provides strategic guidance and resources to engage investors, supporting champions to ensure seed funding is raised from a diverse mix of sources. We recommend that no more than one-third of a site's budget come from any single funding source (e.g., public funding, foundation or individual).
3. Once launch funds are raised and the community has invested their time and voice, Friends of the Children's National Board of Directors votes to move forward with chapter launch.
4. The new chapter obtains independent 501(c)(3) status, executive leadership is hired from the community, the chapter Board of Directors begins to meet, and our National team supports the new chapter leaders in hiring Friends and selecting the first cohort of youth.

LESSONS LEARNED - 2020-2022

- Pre-launch seed capital goals for new markets were increased to ensure that new locations have sufficient resources to consistently enroll cohorts of 16, 24, or 32 youth in their first three years of operation
- Though remote engagement with new communities during the pandemic was a necessity, in-person work to build champions and learn about new communities is superior and critical for authentic engagement and knowledge-building about the uniqueness of communities
- Culturally specific approaches require enhancements to our paid, professional mentoring model that will require us to think differently about our partnerships with communities, particularly as we expand partnerships with sovereign Tribal nations

SHORT TERM 2022-2025 MEASURES OF SUCCESS

We are measuring the short-term success of this scaling strategy against the following indicators:

- Approximately 20,000 youth and family members are positively impacted
- Friends of the Children network sites are serving youth and families in 40 diverse communities, located across 25 states and sovereign Tribal nations

STRATEGY #3: DEEPEN 2GEN APPROACH

WHY THIS STRATEGY MATTERS

Reflecting on the challenges our families face and our mission to impact generational change, Friends of the Children is updating the way we work. A 2017 qualitative study funded by the Annie E. Casey Foundation (AECF) validated that we are well-positioned to support the building of social capital and positively impact outcomes for both the children enrolled in our program and their parents, providing them with social support, insights about their children, and connection to community resources. Recognizing greater potential for youth empowerment when entire families are supported, the findings of the AECF study led to the codification of our 2Gen approach. Parents and their 4-6 year-old children are joining as participants in the program, receiving peer-to-peer support to build social capital, and connections to concrete supports aimed at advancing economic mobility and promoting whole-family stability.

Since 2020, data from two separate, local pilot projects demonstrate the relationship between 2Gen and our foster care reduction goal. Those projects showed that (1) when families at highest risk of foster care entry have a Friend, 93% have no further contact with the child welfare system; and (2) for families that do enter care and are reunified, no child with a Friend has re-entered the foster care system within 24 months.

This approach not only makes sense for children and families, it also makes fiscal sense: The return on investment in the program is increased as entire families benefit from our paid, professional mentoring model.

IMPLEMENTATION APPROACH

Friends and program leaders work with children and parents by focusing on family strengths, supporting parents and caregivers to build resilience, developing parenting skills, and gaining knowledge of resources that decrease exposure to risks and more importantly, promoting health and well-being for the entire family. By supporting parents and caregivers, we stabilize the family and empower youth; when we support youth, we empower parents.

Specific 2Gen programmatic work focuses on the achievement of long-term goals that include improved family stability (e.g., improved parenting practices, stable housing, and employment), increased social capital, and enhanced parental engagement in their child's education. The following activities support this 2Gen work:

- Friends support parents to build protective capacities including: increased nurturing and attachment between parents and children, knowledge of parenting and of child and youth development, parental resilience, social connections, concrete supports, and social and emotional competence of children.
- Friends help to remove barriers to access, supporting families to navigate complex systems like education and child welfare and to benefit from critical, stabilizing community resources including food pantries, rent/utility assistance, and education and employment pathways.
- Friends create/strengthen bonds between caregivers and their community, helping caregivers to build their social capital and widen their networks of support. Participant-led, peer-to-peer caregiver gatherings are convened and provide opportunities for emotional support, relationship-building, and education on topics of interest from community-based providers.

STRATEGY #3 (cont.): DEEPEN 2GEN APPROACH

NATIONAL SUPPORT

In 2018, our National office facilitated a funding partnership with the Conrad N. Hilton Foundation to pilot our 2Gen approach at the Los Angeles and New York chapters – two communities who rank among the largest child welfare systems in the country. Building on the success of this pilot project, National ensures all new locations now launch with our 2Gen approach from the onset. At the same time, National continues to support existing sites in their transition to 2Gen, with a goal of full network-wide implementation by 2025. As we establish our headquarters as the National Center of Excellence for Paid Professional Mentoring, we are improving the quality and consistency of training, support and shared learning for network program staff around our 2Gen approach through practical resources such as our 2Gen toolkit and Friends Learning Academy. We are also strengthening methods of performance measurement, including upgrades to our network-wide performance management system to better track and measure the impact of our 2Gen work.

Friends of the Children's National Office is also leading a multi-site RCT to evaluate the impact of our 2Gen approach to services, in partnership with the Wilson Sheehan Lab for Economic Opportunities (LEO) at the University of Notre Dame and with support from the Conrad N. Hilton Foundation. The study will strengthen our understanding of whether our 2Gen approach has a significant positive impact on: (1) the prevention of substantiated engagement in child welfare; (2) reduced length of stay, placement instability, and time to permanence for families that enter foster care; (3) strengthened parenting resources and strategies as measured by strengthened protective factors for family stability; and (4) improved access to family support services (e.g. behavioral health services) and increased economic mobility.

LESSONS LEARNED - 2020-2022

- The pandemic resulted in an urgent, increased need from families for connections to and help navigating concrete community resources. This necessitates organizational knowledge of how to build community partnerships, internal systems to track referrals and provide follow-up support once connections are made, and a dedicated staff role with defined responsibilities to serve as the primary source of connection for caregivers;
- To best serve caregivers with unique needs and experiences, new staffing practices specific to roles serving caregivers needed to be developed. This includes prioritizing the hiring of individuals who have personal lived experience in, for example, foster care, or other professional experience that provides an intimate understanding of the inner workings of their community's government systems;
- We developed more specific trainings that help Friends understand their scope of responsibilities. The trainings reinforce that a Friend's primary responsibility is to maximize youth outcomes by incorporating family well-being and stability as a focus. Ongoing training and support around appropriate boundary setting includes helping caregivers help themselves so that they develop strengths and confidence in their own abilities.

SHORT-TERM 2022-2025 MEASURES OF SUCCESS

- Year over year increases of both new and existing sites will lead to 40 Friends of the Children network locations formally implementing our 2Gen approach by 2025

STRATEGY #4: BRAND FRIENDS AS THE MOST ADMIRED NATIONAL NONPROFIT

WHY THIS STRATEGY MATTERS

Once local stakeholders understand our unique approach and witness the incredible impact that long-term, intentional relationships with professional mentors can have, leaders want to bring our model to youth and families in their community. Ultimately, to receive invitations to join community efforts nationwide so that every child and family who needs a Friend has one, Friends of the Children must become known far and wide as one of the top youth-serving nonprofits in the country.

IMPLEMENTATION APPROACH

To build brand awareness, we are raising our organizational visibility by pursuing publicity and thought leadership opportunities for leaders at Friends of the Children's National office and throughout our network. In alignment with our Demand Equity value, our messaging and visibility efforts are grounded in asset-framed narratives for more impactful storytelling, utilizing images and strengths-based language that changing national and local narratives about the youth and families we serve. We will launch a national Speakers Bureau featuring alumni and caregivers who are equipped and excited to share their own stories. Lastly, we are increasing awareness of the role that paid, professional mentors play in positively impacting youth mental health and in preventing entry into the child welfare system. As awareness of our revolutionary model and its impact grows, so will the number of children and families who have a Friend.

NATIONAL SUPPORT

We advance strategic national partnerships across sectors that lead to increased visibility for our entire network. This includes relationships with champions for our model, such as award-winning gymnast and youth advocate, Simone Biles, prominent health experts like the U.S. Surgeon General, and leading family well-being institutions like Ascend Group at the Aspen Institute.

At the 2022 *Youth Mental Wellness Now! Summit* in Los Angeles, Friends of the Children was one of 30 entities applauded by the U.S. Surgeon General for our pledge to address the country's youth mental health crisis. In tandem with the Summit and the Surgeon General's recognition, the Los Angeles Times published an article about the cross-sector commitments to enhance and protect youth mental health and recognized Friends of the Children's ongoing efforts to expand the training and clinical support for our Friends - paid, professional mentors.

FRIENDS OF THE CHILDREN'S COMMITMENT TO YOUTH MENTAL HEALTH

"[Friends of the Children has] shown communities in every corner of the country the extraordinary power of putting children first, building relationships based in genuine love, and aiming for equitable empowerment."

- U.S. SUREGON GENERAL DR. VIVEK MURTHY

STRATEGY #4 (cont.): BRAND FRIENDS AS THE MOST ADMIRED NATIONAL NONPROFIT

LESSONS LEARNED - 2020-2022

- Defining youth and families by their problems (deficit-framing) creates powerful, lasting, negative associations that make equity harder to achieve. All our materials – e.g., videos, website, stories, messaging – needed review and where necessary revision through an asset-framed lens.
- Youth, alumni and caregivers are best equipped to share their own stories. In any storytelling, program participants must be recognized as the drivers of the change in their lives with Friends there to support, enable and tap into the power inherent within them.
- A multi-pronged approach that is both national and local, and that includes both head (data and evidence of innovation) and heart (stories of lives changed) is critical to building awareness across sectors and markets nationally.

SHORT TERM 2022-2025 MEASURES OF SUCCESS

- Media coverage in 4 top-tier publications annually
- At least one high-profile thought leadership moment per year
- Secure top-tier media coverage of 30th anniversary gala
- Closeout $100M campaign by 2025
- Establish the Duncan and Cindy Campbell National Center of Excellence for Paid Professional Mentoring

STRATEGY #5: ADVANCE SYSTEMS CHANGE

WHY THIS STRATEGY MATTERS

Existing systems created to protect and educate children are failing to meet the needs of youth facing the toughest challenges. When these children have a Friend, outcomes improve and less disruption by systems like child welfare and the justice system is needed. When communities adopt paid, professional mentoring as a child and family well-being strategy, the practices and norms of existing systems – from education, to child welfare, to mental health – are forced to change. Our goal is to shift the cultures within these systems from a focus on surveillance to a focus on well-being, recognizing the power of long-term, positive relationships as the key to unlocking the potential not just for improved program outcomes, but for lasting positive life outcomes.

IMPLEMENTATION APPROACH

As part of this shift, we have seen success partnering directly with public systems – as demonstrated through formal agreements (i.e. memoranda of understanding or contracts) – to hold systems accountable for implementing new ways of working with youth and families. In that work we have three major goals: 1) change the way dollars are invested; 2) redistribute leadership and change the balance of power between the system and program participants; and 3) promote data, participant voice and stories that change mental models (which ultimately influence policies and programs). Through implementation of these goals, we challenge public sector leaders to shift their paradigms from programs that often are highly transactional to a long-term relational approach that is proven to improve outcomes for families facing the greatest obstacles.

An example of the way in which Friends of the Children's 2Gen approach can be transformative for children and families impacted by child welfare:

In its 11th national survey to identify trends in child welfare funding sources and agency spending, Child Trends found child welfare agencies spent an average of 45% of expenditures on out-of-home foster care placements, while only 15% were spent on preventative services. By partnering directly with public systems, Friends of the Children can help reallocate funding from programs that break apart families to ones that focus on providing services and supports that would keep families together and prevent system-involvement from occurring in the first place. Through the amplification of our success in these efforts, we can help shift the paradigm of how child welfare funds are spent on a national scale.

STRATEGY #5 (cont.): ADVANCE SYSTEMS CHANGE

NATIONAL SUPPORT

Across the country, National is supporting chapters to drive systems change and strengthen partnerships with public agencies by tackling the challenges their communities define as most pressing – e.g., foster care prevention, the shortage of mental health professionals, or the prevention of gun violence. National creates messaging and position papers, connecting the outcomes communities care about most to the impact of our model. With support from network leaders, National is also spearheading the effort to secure dedicated federal funding in support of paid, professional mentors – a strategy that includes building awareness and promoting engagement with congressional leaders representing our chapters across the country. We are also dedicating resources to continue to secure federal funds already available for the benefit of the network (to date National has secured over $15.250M from federal agencies including the Office of Juvenile Justice and Delinquency Prevention and the Substance Abuse and Mental Health Services Administration). National is leading two randomized controlled trials that involve multiple sites across the network. Positive results from these studies (results of which will be published in 2025 and 2026, respectively) will better position us for public funds that support evidence-based programs.

LESSONS LEARNED - 2020-2022

- The pandemic widened disparities rather than narrowing them. Nationwide, children and families of color are not only disproportionately impacted by existing policies, but the pandemic laid bare the ways in which systems are harmful to the children and families we serve.
- Our relationship-based model can be adapted in ways that maximize support even in the midst of a pandemic. While other systems shut down during this time, Friends stepped up and filled the gaps. Friends provided support to meet youth mental health needs and maximize school engagement, while also meeting the basic needs, reducing social isolation and maximizing stability for entire families.

SHORT TERM 2022-2025 MEASURES OF SUCCESS

The ultimate demonstration of our impact on systemic change is that more public funding locally and nationally is redirected away from short-term, transactional strategies and toward long-term paid, professional mentoring for families who most need a Friend. When state/local governments, and sovereign Tribal nations, recognize paid professional mentoring as a well-being strategy, more children and families will have the opportunity to have a stable, caring adult in their lives. This is why we are measuring our success in this area against the following indicators:

- Increase formalized local and national partnerships with public entities (child welfare, etc.) and/or sovereign Tribal nations from 18 to 30
- Secure at least $10M (10% of our $100M goal) in additional local, state, and federal funds in support of our network.

Sovereignty as a Western legal concept is clear—the authority to self-govern. For Tribal people, sovereignty is multi-faceted and interwoven with culture and connection to land. Friends of the Children recognizes the inherent sovereignty of Indigenous peoples in the United States who have governed themselves under their own laws since time immemorial. We recognize the unique political status of Tribal nations by seeking their partnership and permission to serve Tribal members on Tribal lands. In the case of the Oglala Sioux, that endorsement included a formal Tribal Resolution, affirming the invitation for Friends of the Children to join the Oglala Lakota Tribe's work in service to their children and families on the Pine Ridge Indian Reservation.

SCALING PLAN: COMPETITIVE ADVANTAGES AND BARRIERS TO ENTRY

COMPETITIVE ADVANTAGES

EVIDENCE-BASED MODEL

Proven, effective program model for impacting the long-term outcomes of youth and families in poverty, facing the greatest obstacles

SOCIAL RETURN ON INVESTMENT

- High return on donor investment (more than $7 for each $1 invested), which doesn't include foster care
- Program cost is significantly less than child welfare system costs to put children in foster care

SELECTION PROCESS

- Codified by National Institutes of Health-funded research (RCT) study
- Designed to identify a child's specific needs and assign them a global score based on the presence of risk and protective factors
- Access to youth and families who may otherwise not receive services
- Flexibility to select youth from: schools, child welfare, community partner agencies

LONG-TERM/COMPREHENSIVE APPROACH

- We build relationships with youth and families over 12+ years to make a transformative, lasting difference
- Friends work with youth in their school, home, and in the community to build a network of social capital that promotes positive self-sufficiency

PROGRAM RESEARCH AND EVALUATION

- Two Randomized Controlled Trial (RCT) studies
- Regular third-party evaluation, including annual evaluation to validate youth success outcomes
- Network-wide performance metrics framework

BARRIERS TO ENTRY

FUNDING TRENDS

- Funders and policymakers often fund short-term fixes instead of long-term solutions
- Funding often targets downstream costs, after costs are incurred by systems like child welfare and juvenile justice, rather than upstream prevention programs

START-UP CAPITAL

$1-$2.5 million in seed funding (over three years) is needed to start a new chapter

DIVERSIFIED LOCAL INVESTMENT

Programs require significant annual investments from a variety of sources in the local community to be sustained

AWARENESS

Friends of the Children is still a "best kept secret"

CRITICAL SUCCESS FACTORS

DIVERSIFIED FUNDING

- Secure diversified funding, with the goal that catalytic philanthropic investments will lead to sustainable public funding streams
- Leverage National match funding to ensure local philanthropy partnerships

NETWORK LEADERSHIP

Invest in leadership development and succession planning for network leaders

GROW EVIDENCE

Continue longitudinal RCT study and other evaluations

LOCAL COMMUNITY SUPPORT

Each chapter is sustained by its own community

SCALING PLAN: GROWTH PLAN

Scaling Strategy	2023	2024	2025
Grow and Sustain Existing Locations • Provide National matching grants and subawards to sustain and expand existing locations, including through the Chapter Impact Fund • Identify additional strategies for chapters to maximize efficiencies in staffing and operations to support their sustainability **Launch New Locations** • Leverage challenge match grants to establish new sites • Hire key National staff, including additional fundraising and finance support and added program management to provide leadership for our expanded network	• Youth Provided with 1:1 Mentoring: 2,500 • Children and Family Served*: 12,500 • 32 locations	• Youth Provided with 1:1 Mentoring: 3,200 • Children and Family Served: 16,000 • 36 locations	• Youth Provided with 1:1 Mentoring: 4,000 • Children and Family Served: 20,000 • 40 locations
Deepen 2Gen Approach • Equip Friends and other program staff to provide the highest-quality service to youth and their caregivers through enhanced training and professional development support • Strengthen methods of performance and impact measurement to assess 2Gen impact • Complete multi-site 2Gen RCT (2028)	• 24 locations formally implementing 2Gen approach	• 32 locations formally implementing 2Gen approach	• 40 locations formally implementing 2Gen approach
Brand Friends as the Most Admired National Nonprofit • Raise organizational visibility by pursuing publicity and thought leadership opportunities for National and network leaders • Establish a National Speakers Bureau to uplift and amplify participant voice and experience • Advance strategic national partnerships across sectors that lead to increased visibility for the entire network • Position Friends of the Children as a leading expert in how to change the way public systems view and treat children and families facing the greatest challenges	• Top-tier media moments: 4 • High-profile thought leadership moment: 1 • Launch 30th anniversary website, sharing at least one story from each network chapter • Establish speaker's bureau	• Top-tier media moments: 4 • High-profile thought leadership moment: 1 • Secure top-tier media coverage of 30th anniversary gala	• Establish the Duncan and Cindy Campbell National Center of Excellence in Professional Mentoring • Top-tier media moments: 4 • High-profile thought leadership moment: 1
Advance Systems Change • Increase the number of locations with formalized local and national partnerships with public entities (child welfare, etc.) and/or sovereign Tribal nations • Secure additional local, state, and federal funds in support of the network	• Locations with public partnerships: 17 • Locations with Tribal partnerships: 1	• Locations with public partnerships: 21 • Locations with Tribal partnerships: 3	• Locations with public partnerships: 25 • Locations with Tribal partnerships: 5

*The number of other children and parents/caregivers in each youth's family whom we anticipate will be served through our 2Gen approach was determined through a multiplier of 5. This is based on data collected through our database management system.

ORGANIZATION

HISTORY

At 3 years old, Duncan Campbell, founder of Friends of the Children, awoke alone, in the middle of the night, unable to find his parents. Looking for them, he wandered into the street alone, where a police officer helped Duncan find his parents – at a bar down the street. Duncan persevered through a difficult childhood, and promised himself that if he ever acquired the resources to do so, he would help other children – just like him – triumph over great adversity. Thankfully, Duncan did achieve great success: he worked with youth involved with the justice system, became a lawyer and CPA, and made his fortune as an entrepreneur, building a timber investment firm. During his time working with system-involved youth, Duncan realized the existing approaches were *reactive*. He wanted to be part of a *proactive* solution. Finally, Duncan commissioned a 2-year research project to identify the best way to create real change in children's lives. In 1993, he invested $1.5 million of his own private funds to create Friends of the Children, and started the first chapter in that same neighborhood of his childhood.

CURRENT SIZE AND REACH

Today, hundreds of Friends are serving thousands of youth across the country and our impact continues to grow. Led by a National Office that uses a shared service model for efficiencies and to ensure success, our network currently consists of 32 Friends of the Children locations in 19 states and sovereign Tribal Nations: five sites in Oregon (Portland, Gresham, Klamath Basin, Central Oregon, and Lane County); three sites in California (Antelope Valley, Los Angeles, and San Francisco); three sites in Washington (Tacoma, Seattle, and Southwest Washington); two sites in South Dakota (Rapid City and the Oglala Lakota Nation); two sites in Montana (Missoula and Billings); two sites in New York (Harlem and South Bronx); two sites in Texas (Austin and Houston); Boston, MA; Charlotte, NC; Chicago, IL; Colorado Springs, CO; Detroit, MI; Fargo, ND-Moorhead, MN; Minneapolis, MN; Phoenix, AZ; Salt Lake City, UT; Tampa Bay, FL.

FRIENDS OF THE CHILDREN IS WELL-POSITIONED TO SUCCESSFULLY SCALE

- Experienced in scaling from the founding chapter in Portland to 32 diverse locations across the country
- Developed a $62 million annual operating network of local chapters
- Focused on systems change via prevention and intervention of foster care
- Raised $75 million to expand and enhance the network

LEADERSHIP TEAM AND GOVERNANCE STRUCTURE

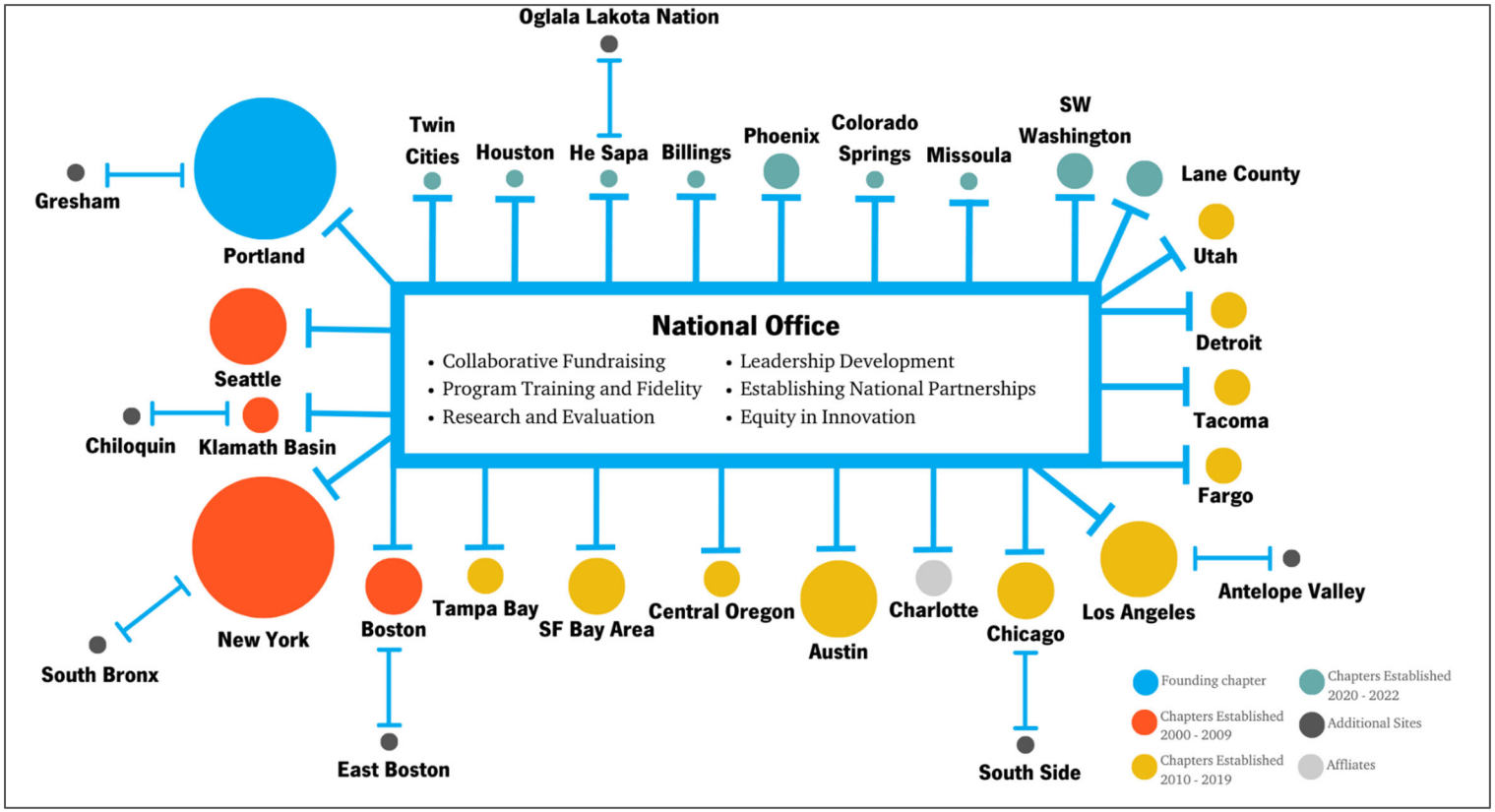
Our experienced National team includes Terri Sorensen, Chief Executive Officer, who has led expansion for 20 years; Erinn Kelley-Siel, JD, Chief Officer of Expansion and Policy, former Director of the Oregon Department of Human Services; Abby Weast, MBA, with over 20 years in operations and finance; Carmi Brown, MA, Chief Program Officer, a leader from public and privatized child welfare; and Dr. Tarece Johnson, Ed.D, Chief Officer of Belonging, Culture, and Equity.

The diverse National Board of Directors includes: Our founder, Duncan Campbell, executive directors from local network sites, the former deputy general counsel for PwC, major foundation leaders, and key executives for corporations like Nike and AT&T.

FINANCIAL PLAN FOR SCALING INITIATIVES: OVERVIEW, FUNDERS, CAPITAL REQUIRED, AND SUPPORT

OVERVIEW OF THE FINANCIAL MODEL#

Friends of the Children is a cohesive national network of local chapters, each with their own boards of directors and 501(c)3 tax designation. Each local board of directors and staff raise the funds to support the model within their community, with National providing catalytic funding for expansion. Friends of the Children National's role is to scale the model while supporting research and best practices. Funding for National comes from the board of directors, private philanthropy, federal, regional, and local public partners, national corporations and foundations, revenue sharing agreements with chapters, technical assistance fees, and proceeds from a National endowment, established by a philanthropist in 2013.



To expand to 40 locations and impact 20,000 youth and families by 2025 with a long-term role model in their lives, Friends of the Children must secure $100 million to: (1) Provide challenge match grants to establish new Friends of the Children chapters, as well as sustain and expand existing chapters; (2) Hire key National staff, including additional fundraising and finance support and added program management to provide leadership for our expanded network of chapters; and (3) Build evidence through our longitudinal RCT studies and other evaluations on youth and families, to inform and challenge current mental models, leading to a paradigm shift in how systems work with children and families. This support will be raised through our expansion campaign to new and current donors (individual, foundation, public, and corporate) for multi-year commitments.

FINANCIAL PLAN FOR SCALING INITIATIVES: OVERVIEW, FUNDERS, CAPITAL REQUIRED, AND SUPPORT

CURRENT FUNDERS AND COMMITMENTS

Funding for National comes from a diverse mix of funding sources, including individuals, foundations, and corporations. Notable supporters include: MacKenzie Scott, the Office of Juvenile Justice & Delinquency Prevention (OJJDP), Echo Fund, Margaret A. Cargill Philanthropies, Michael Jordan, King Philanthropies, Conrad N. Hilton Foundation, M.J. Murdock Charitable Trust, Cambia Health Foundation, SCHEELS, Why Not You Foundation, AT&T, Hearst Foundations, Stand Together Foundation, and Ballmer Group.

Based on this history of capital aggregation, we are confident in our ability to leverage private funding for expansion through catalytic public funds. In addition to our successful example of this in Los Angeles, where county mental health funds targeting prevention are being leveraged across the mental health and child welfare system with a focus on foster care prevention, leaders from multiple sectors and jurisdictions have invested in expansion already or have expressed interest. We've seen that in every region, our public funding opportunities have varied based on differences in how local, state, and federal dollars are spent on children's programs. For example, the Cook County Justice Advisory Council invested $1.6M in our Chicago chapter to expand programming to the South Side as part of a city-wide gun-violence prevention and reduction strategy; in Montana, the state Board of Crime Control invested in a partnership between our Western Montana location and the Missoula City-County Health Department to improve and expand trauma-informed prevention services to children and families; in Oregon, congressional representatives directed federal funds through the Substance Abuse and Mental Health Services Administration (SAMHSA) to all four Oregon chapters to improve access to evidence-based mental health interventions for youth and families following the COVID-19 pandemic; and in our communities, we have been able to access funding from OJJDP, which has invested more than $10.5 million since 2015 to leverage our long-term professional mentoring model for prevention of drug abuse and juvenile justice system involvement.

CAPITAL REQUIRED

The long-term revenue plan is based on continued growth in capital aggregation from individuals, foundations, corporations, and government funding and endowment proceeds, with the expectation that catalytic private investments will lead to expanded public funding streams, as well as bring us closer to our aim of codifying the practice of professional mentoring. When that happens, the incorporation of our model into public systems can become the norm, leading to nation-wide improvements in child and family well-being outcomes.

Given the early completion of our recent, early $50 million expansion campaign, we are confident that we can secure the $100 million in capital needed to implement our scaling initiatives, and that we have the talent and capability to achieve our revenue goals (See Biographies in appendix B).

FINANCIAL PLAN FOR SCALING INITIATIVES: NETWORK PROJECTED BUDGET AND SOURCES OF SUPPORT

CONSOLIDATED REVENUE AND EXPENSES for Network (National + Network Chapters)				
	FY23	FY24	FY25	
Children & Family Served*	12,500	16,000	20,000	
Children Provided with 1:1 Mentoring	2,500	3,200	4,000	
Cost/Person Served	$6,400	$5,375	$4,500	
Staff FTE	575	650	750	
Revenue & Expenses *($ in millions)*	FY23	FY24	FY25	Total
Revenue				
Individuals	$25	$26	$27	$78
Foundations	$18	$19	$19	$56
Corporations	$1	$1	$1	$3
Government	$5	$5	$6	$16
Endowment	$1	$1	$1	$3
Total Revenue	$50	$52	$54	$156
Expenses				
Personnel	$67	$72	$75	$214
Operating Expenses	$12	$13	$14	$39
Research & Evaluation	$1	$1	$1	$3
Total Expenses	$80	$86	$90	$256
Investment Capital Needed	$30	$34	$36	$100

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

Revenue

- ***Individuals:*** We will continue to grow the National and chapter boards into stronger fundraising boards to increase individual gifts. Donors are primarily high net-worth individuals who consistently give each year or make multi-year investments.

- ***Foundations:*** Foundation funding has been supportive of growing chapters and being leveraged as matching funds to access public dollars.

- ***Corporations:*** Leverage the success of existing corporate partnerships to grow impact in Environmental, Social and Governance (ESG) investing and improve outcomes for communities.

- ***Government:*** Public funding has come from NIH, OJJDP, SIF, and SAMHSA. Foster care and 2Gen expansion in several chapters is supported by state/federal child welfare and other municipal funding. Our goal is to grow public funding partnerships significantly.

- ***Endowment:*** National, and the Portland, Klamath Basin, Boston and Chicago chapters have established separate endowments totaling $15 million; 3-5% of the endowment fund balances support operations and ensure long-term sustainability.

Expenses

- ***Personnel:*** Because our mentors are paid professionals working with 8-10 children, 85-90% of our expenses are for personnel. We pay Friends a living wage and benefits.

- ***Operating Expenses:*** These include variable costs (activities for children, travel, etc.) and fixed costs for facilities, network technology, and our database. Direct program expenses account for 78% of the budget.

- ***Research:*** Costs involved with third-party evaluations and RCT studies to support commitment to data and evidence.

Investment Capital

Investment capital from catalytic private philanthropy strategically positions us for expansion with sustainable public dollars, while balancing our diverse revenue streams and ensuring that no more than 30% of revenue comes from government agencies. Capital includes adding National staff positions to build network capacity to expand and sustain impact, grow public partnerships and organizational awareness, and share our evidence.

RISK ASSESSMENT, MITIGATION AND CONTINGENCY PLAN

BUSINESS AREA	RISK	MITIGATION PLAN
Quality Executive Staff, Board Leadership, and Friends	With current shortages in the labor market, ensuring the hiring and retaining of top talent is our biggest risk.	Provide individualized, 1:1 support for local network staff and board recruitment, as well as leadership development for Executive Directors and local Board chairs. Support recruitment activities for ED roles, including the hiring of a recruitment firm.
Chapter Sustainability	Funding sustainability for new and existing chapters during a challenging economic environment.	Secure commitments from national and regional investors that benefit chapters, including: subawards to sites for ongoing operations, capacity-building grants to sustain and expand impact, and secure multi-year seed capital commitments of local funding for new sites; consistently monitor fiscal health and review financial audits; facilitate network collaboration around fundraising best practices; provide ad hoc 1:1 fundraising coaching and capacity in support of chapter leaders.
National Funding and Investment	The national team is growing rapidly to keep pace with the growing network. Ongoing funding specifically in support of the National Office can be difficult to secure.	Continue building the brand and leveraging key partnerships to raise visibility; ensure diverse national revenue sources to maintain healthy public/private funding ration; continue growing endowment.
Fidelity	As we expand, there are risks of dilution of quality and outcomes if the core model is not implemented with fidelity.	Improve access to high-quality training, support and shared learning for network program staff; onboard new locations with higher level of national staff involvement; conduct frequent quality assurance and program fidelity audits; support multi-site, third party research and evaluation.
Marketing	In a crowded nonprofit field, distinguishing our model from volunteer mentoring while also highlighting its impact across multiple sectors can be difficult.	Take every opportunity across communications channels to reinforce key elements of the model that are unique; develop segmented messaging by impact area focusing on different audiences; build evidence base.
Program Materials	Protection of our intellectual property.	Work with legal counsel on copyright and IP strategy; sign Memoranda of Understanding and Non-disclosure Agreements with new locations and all contractors.
Replication in Indian Country	Program model replication in Indian Country relies on invitation and partnership from sovereign Tribal nations. Due to systemic disparities, youth and family well-being outcomes are most disproportionate in these communities, and therefore we may not be able to achieve the outcomes historically achieved.	We have invested in a National Director of Tribal Programs who is working with local teams to ensure that program delivery to Indigenous youth and families is grounded in culturally specific practices; we will work with Tribal Nations to enhance current success metrics with additional metrics that take into consideration Indigenous values and ways of being.

CONTINGENCY PLAN
In a 'lower revenue' scenario, we would focus our resources primarily on National staff to provide organizational development, program fidelity, communications, and capacity-building support to existing sites. Impact on chapters would be slowed growth. We would concentrate on increasing the number of families served by strengthening and growing existing chapters through collaborative private and public partnerships.

IMPACT IN ACTION

Cardeana Barton was part of one of the very first cohorts of youth enrolled at our Portland chapter in 2001. At an early age, Cardeana experienced a lot of heartbreak. She dealt with the loss of her dad and the loss of her grandmother. With the help of her Friend, Ms. Rená, who was a Friend at the Portland chapter for nearly 16 years, Cardeana learned that she has what it takes to make it through hard things while staying focused on her goals. The lessons and life skills that Cardeana explored with Ms. Rená have continued to empower her well beyond her time in the program. Ms. Rená passed away a few years ago, and Cardeana treasures her memories of their time together. Cardeana continues to push herself to be better than she ever thought possible. Now in her mid-twenties, Cardeana is a high school biology teacher in East Memphis, Tennessee and is working on her Master of Arts at the University of Memphis. She's also head coach for girls' volleyball and track.

"Everything would have been different in my life if I hadn't had Ms. Rená. I really don't know where I would be. I've had someone there for me, helping me when my mom or my family couldn't," says Cardeana.

We believe that every child and family should have the necessary support to break generational cycles of poverty. Everyone deserves to have a long-term, consistent role model who believes in them. Paid, professional mentoring is the missing piece to affecting real change. Together we can lead the paradigm shift that empowers youth and families to transcend poverty. Join us.

FR1ENDS of the
CH1LDREN
Generational Change,
One Child at a Time

APPENDICES

APPENDIX A: FRIENDS OF THE CHILDREN VALUES

Our values guide us to achieve our mission. Each value applies not only to our youth, Friends, and program teams, but also applies to all Friends of the Children employees, volunteers, and partners. We use our values to make informed decisions; to hire, coach, and manage; and most importantly, we use our values to change the way the world treats and views our most vulnerable youth.

PUT CHILDREN FIRST

We intentionally serve youth who are facing the greatest obstacles. To help our youth discover their limitless potential, we foster their internal resiliency. We listen to our youth and base decisions on each youth's needs and dreams. We prioritize self-care so that we bring our best selves to our work and focus on our youth.

BUILD RELATIONSHIPS ON LOVE

We nurture long-term relationships from a foundation of love, acceptance, and culturally-informed practice. We don't give up easily and take a *no matter what* approach to our work. We commit for the long-term. We intentionally develop collaborative relationships over time with trust, empathy, and healthy communication. We believe that we build community through one-on-one connections that are authentic, respectful, and meaningful.

COMMIT TO EMPOWERMENT

We leverage personal strengths to take ownership of our futures. We build relationships within the communities of our youth and families to strengthen social networks and provide bridges to new opportunities. We consistently inspire possibility through empathy, hard work, and fun. We model all of this for our youth, families and each other.

PURSUE GOALS RELENTLESSLY

We celebrate all achievements, big and small. We are disciplined in our commitment to goals, while innovative in how we reach them. We believe that the definition of success requires intentional reflection and adjustment over time. We work together and hold ourselves accountable with data to achieve short and long-term outcomes.

DEMAND EQUITY

We acknowledge the historical and present injustices impacting marginalized communities. We demand equity from ourselves and from our community. We insist that all people have the necessary support to achieve all of their hopes and dreams. We amplify the voices of our children, families, and communities. We bring together different experiences, skills, and backgrounds to provide opportunities to overcome personal, systemic, and institutional barriers.

APPENDIX B: BIOGRAPHIES: NATIONAL EXECUTIVE TEAM

Terri Sorensen, Chief Executive Officer

As the national CEO, Sorensen is responsible for carrying out the vision, mission and strategic direction for the national network. Over her 20-year tenure with the organization, Sorensen has led record-breaking fundraising efforts, bringing in over $200 million to the organization. Since becoming CEO in 2012, Sorensen has led an ambitious national expansion campaign, growing the organization from five to 32 locations in under ten years, growing the network-wide operating budget from just $7.5 million in 2012 to $50 million in 2022, and quadrupling the number of children served. Prior to being appointed national CEO in 2012, Sorensen served as the executive director of Friends of the Children – Portland, the founding chapter, for 12 years. She was selected as one of the first leaders for the Business Journal's Leadership Trust. She was also selected for Results for America's Moneyball for Government Nonprofit All-Star Team and the Leap of Reason Ambassadors Community and received an Orchid Award for the 25 Most Influential Women in Business by the Portland Business Journal. Previously, Terri was controller for the American Red Cross Oregon Trail Chapter, held key managerial positions with Sprint Corporation, and worked in public accounting for Ernst & Young in Kansas City, MO. Terri holds a B.S. in Accountancy from the School of Business & Public Administration at the University of Missouri and was a Certified Public Accountant.

Carmi Brown, Chief Program Officer

Carmi Brown has worked in the human services field for the past 18 years, with most of her work being in the area of child welfare. She has held various positions within the public and private sector including; Dependency Case Manager Supervisor, Comprehensive Behavioral Health Assessor, Therapist, and Training Supervisor. Carmi began her work with Friends of the Children in 2014 as the Program Director of our site in Tampa Bay, FL. She joined the National team as Chief Program Officer in 2018. She holds a master's degree in Rehabilitation and Mental Health Counseling from the University of South Florida. Carmi is a member of several civic organizations where she has held a number of positions. She currently serves on the Hillsborough County Children's Services Advisory Board.

Dr. Tarece Johnson, Chief Officer of Belonging, Culture, and Equity

Originally from Houston, Texas, Tarece L. Johnson moved to Puerto Rico to attend La Universidad del Sagrado Corazon, where she earned her B.A. She went on to achieve an MPA at Columbia University, an MBA at Emory University, and an EdD in Educational Leadership and Management at Capella University. As a result of her doctoral studies, Tarece created The Global Purpose Approach, which is an educational resource designed to ensure that individuals acquire the knowledge, skills, and perspectives to become effective, compassionate, and empathetic global citizens. She also created the Global Purpose Academy and co-create a school in Central America. She speaks Spanish, French, and modern Hebrew.

APPENDIX B: BIOGRAPHIES: NATIONAL EXECUTIVE TEAM

Erinn Kelley-Siel, Chief Officer of Expansion and Policy

Erinn Kelley-Siel joined Friends of the Children in January 2016. Erinn is leading Friends of the Children's national expansion and scaling efforts. Driven by our $100M expansion goal to serve in 25 states and sovereign Tribal nations by 2025, Erinn is working to build awareness of Friends' innovation and impact, and also supporting leaders across the network to cultivate strategic partnerships with local, state and national policy thought leaders and public agencies. Before joining Friends, Erinn's career focused on human services and healthcare policy and administration. She served as Director of the Oregon Department of Human Services for four years and before that was the Assistant Director of Children and Family programs. In that time, she led several major reforms, including the safe and equitable reduction of children in foster care and the streamlining of program service delivery. Focusing on system innovation and shared accountability for results, Erinn has dedicated her career to helping individuals and communities reach their full potential through aligned partnerships with schools, employers, community leaders, Tribal nations, and faith-based organizations. Erinn's past experience includes serving as Oregon Governor Ted Kulongoski's Health and Human Services Policy Advisor, working as an attorney at Stoel Rives, LLP, and clerking for the Oregon Supreme Court. She holds a B.A. in Psychology from Texas A&M University, and a law degree from the University of Texas at Austin.

Abby Weast, Chief Operations Officer

Abby Weast joined Friends of the Children as the Chief Operations Officer in June 2018, after over twenty years of leadership experience in operations and finance. After graduating from Bucknell University with a B.S. in Mathematics, Abby spent four years as an Army Engineer serving in Germany. When she returned to the US, she spent 12 years working for Frito Lay across multiple functions in both operations and finance. While there, she earned her MBA from Cornell University. In 2012, she joined Nike as a financial reporting director. Abby has also served on the board for the Portland non-profit LifeWorksNW since 2015. The focus of her career has been building high performing teams to deliver value to key stakeholders.

Dr. Susan Walsh, Chief Officer of Research and Quality

Dr. Susan Walsh focuses on the long-range sustainability and policy development plans to advance the mission of Friends of the Children. She oversees data and evaluation, including the longitudinal RCT study of the Friends model. She currently serves on the Board of The Children's Institute. Prior to joining Friends, Susan served as Executive Vice President of The Campbell Foundation and as Executive Director of Committed Partners for Youth in Eugene, Oregon from 2001-2011. In addition to her non-profit work, Susan was an adjunct professor at the University of Oregon, teaching both undergraduate and graduate students about youth development. Susan holds a Bachelor of Science from Georgetown University, a law degree from Villanova University, and a doctorate in special education from the University of Oregon.

APPENDIX C: NATIONAL BOARD OF DIRECTORS

George Granger – Chair; *Retired President, AT&T – Oregon*

Stephen M. Graham – Vice Chair; *Retired Partner, Seattle, Fenwick & West LLP*

Greg Goodwin – Immediate Past Chair; *Chairman, Kuni Foundation*

Michael Feldser – Treasurer; *Retired Senior Vice-President and COO of Food and Household Products Division, Ball Corporation*

Duncan Campbell – Founder; *Director, The Campbell Foundation; Founder and Retired CEO, Campbell Global*

Erica Baird – *Co-founder, Lustre; Retired Partner, Office of General Counsel, PwC*

Yi-Chin Chen – *Executive Director, Friends of the Children – Boston*

Karie Conner – *Vice President and General Manager, North America Kids, Nike*

Ellen Frawley – *Partner, GMMB*

Thomas Keller, Ph.D. – *Duncan and Cindy Campbell Professor for Children, Youth and Families, School of Social Work, Portland State University*

Sharon Maghie – *Retired Director, Microsoft Corporation*

Peggy Maguire – *President, Cambia Health Foundation*

John Miner – *Managing Director, Pivotal Investments*

Henry G. Morriello – *Partner, Head of Structured Finance and Transportation Finance, Arnold & Porter LLP*

Bryan Parker – *CEO and Co-founder, Legal Innovators*

Dan Saltzman – *Retired Commissioner, City of Portland, Oregon*

Bruce Schoen – *Retired Chief Financial Officer, Anthem Memory Care*

David Shapiro – *President and CEO, YMCA of Greater Boston*

Amanda Squibb – *Executive Director, Friends of the Children – Klamath Basin*

Shane Wall – *Retired Chief Technology Officer and the Global Head of HP Labs, HP Inc.*

DJ Wilson – *President and CEO, DJ Wilson Consulting; Retired President and General Manager, KGW Media Group*

APPENDIX D: RESEARCH AND EVALUATION OVERVIEW

DRIVING PERFORMANCE THROUGH RESEARCH AND EVALUATION

Friends of the Children is dedicated to internal and external research and evaluation. Our focus on evidence to drive performance is something that sets us apart. It isn't just about validating our model, it's also about continuous improvement for the betterment of all youth who face systemic obstacles.

YOUTH SUCCESS: We set three long-term goals for every child who enters our program: 1) earn a high school diploma or GED, 2) remain free from juvenile justice system involvement, and 3) wait to parent until after their teen years. Though they face extreme challenges, youth overwhelmingly achieve these outcomes, as proven through third party evaluation. In addition, 92% of youth with a Friend achieve one of the three E's: enrollment in post-secondary education, enlistment in the military, and/or employment.

SOCIAL RETURN ON INVESTMENT STUDY: Members of the Harvard Business School Association of Oregon (HBASO) partnered with Friends of the Children to conduct a Return on Investment (ROI) analysis of our model. The purpose of the ROI study was to determine the long-term benefit to society based upon achievement of our three long-term outcomes by program graduates. It compared publicly available data on an analogous group, which was determined using socio-economic and demographic characteristics. In turn, these two groups were compared to the general population of 18-year-old youth living in the county. The study found that for every $1 invested in Friends of the Children, there is a savings to society of over $7. Over the lifetime of each graduate, that's nearly $900,000 in savings per youth. These savings are garnered from reduced social expenditures, increased tax revenues, higher wages, and lower victim costs of crime. This conservative SROI doesn't even consider our impact on child welfare or the ripple effect of our model on our youth's siblings, classmates, and future generations.

LONGITUDINAL RANDOMIZED CONTROL TRIAL STUDY: The National Institutes of Health (NIH), the Edna McConnell Clark Foundation, the Robert Wood Johnson Foundation, the Silver Foundation, and the U.S. Dept. of Justice Office of Juvenile Justice and Delinquency Prevention made an important investment in a multi-site, longitudinal randomized controlled trial study of Friends of the Children. This study design is the "gold standard" for a program to be considered evidence-based. This study is conducted by researchers affiliated with Oregon Social Learning Center, University of Washington, Princeton University, University of Oregon and University of Texas.

This rigorous study follows children identified by our intensive selection process and then randomized to either program enrollment (treatment) or a control group, comparing the progress of each group over time. Beginning when children were ages 5-6, researchers are following youth over a 12-year period, including through important transitions into middle and high school and on to early adulthood. This study is the longest-running professional, paid youth mentoring randomized controlled study in the country.

Preliminary evidence of favorable effects emerged when children averaged eleven years old. As reported by parents at that time, children with a Friend were having less trouble in school, demonstrating more positive school and pro-social behavior, and exhibiting less externalizing (disruptive and non-compliant) behavior, than children without a Friend. The study also found that parents of Friends' youth had a significantly more positive perception of their child's behavior, which is a protective factor of family stability. In May 2020, researchers at the University of Washington's Social Development

APPENDIX D: RESEARCH AND EVALUATION OVERVIEW

Research Group were awarded a five-year, $2.5 million grant from NIH to complete the study, examining the impact on study youth when they finish the program at age 19 and then two years later, at age 21. The study will be completed, and findings published in 2026.

ANNIE E. CASEY FOUNDATION-FUNDED CAREGIVER STUDY: In 2017, the University of Washington was awarded a demonstration grant from the Annie E. Casey Foundation to explore the benefit Friends of the Children provides to children and families who are involved with the child welfare system. This qualitative evaluation collected data from focus groups of caregivers, child welfare caseworkers, teachers, and Friends of the Children staff. The analyses found that the continuity and consistency of Friend relationships can empower caregivers to expand social support networks that benefit family stability. Friend relationships enhance caregiver protective capacities through 1) advocacy and connection to resources; 2) knowledge and skill-building; and 3) relational support/social capital-building.

FOSTER CARE AND 2GEN IMPACT - EXPLORATORY STUDIES: Building on the findings of the Annie E. Casey Foundation-funded caregiver study, an exploratory outcome study funded by the Center for National and Community Services (CNCS) of foster care impact found that youth enrolled in our program who experienced an out-of-home placement had a significantly decreased length of stay in foster care (an average of 6 months) compared to a comparison group. Also, data from two separate, 2-year pilot projects of our 2Gen approach show that (1) when families at highest risk of foster care entry have a Friend, 93% have no further contact with the child welfare system; and (2) for families that do enter care and are reunified, no child with a Friend has re-entered the foster care system within 24 months.

SOCIAL INNOVATION FUND (SIF) IMPLEMENTATION EVALUTION: In 2017, ICF launched a study of Friends of the Children sites that received funding from our $4 million SIF grant award. ICF evaluated the fidelity of program implementation, the progress of youth participants, and parent perceptions of the program's impact. Caregiver reports of significant youth progress on key social emotional skills are aligned with early learning research and are illustrative of the program's impact at school in the elementary years.

2GEN RANDOMIZED CONTROLLED TRIAL STUDY: In Fall 2022, in partnership with the University of Notre Dame's Lab for Economic Opportunity (LEO), we launched a new multi-site randomized control trial to evaluate the impact of our 2Gen approach. Administrative data and caregiver survey data will be analyzed to strengthen our understanding of whether our 2Gen approach has a significant positive impact on: (1) the prevention of substantiated engagement in child welfare; (2) reduced length of stay, placement instability, and time to permanence for families that enter foster care; (3) strengthened parenting resources and strategies as measured by strengthened protective factors for family stability; and (4) improved access to family support services (e.g. behavioral health services) and increased economic mobility. This study is funded by the Conrad N. Hilton Foundation and results are expected in 2028.

APPENDIX D: RESEARCH AND EVALUATION OVERVIEW

The National Research, Evaluation and Fidelity Committee is an advisory committee to the Friends of the Children National Board and staff of the organization.

EVALUATION OVERSIGHT BY COMMITTEE
Longitudinal Randomized Controlled Trial Study – Young Adults
Longitudinal Randomized Controlled Trial Study – 2Gen
Program performance metrics, including Youth Assessment and Caregiver Survey results
Program Quality Improvement, including best practices and innovation in training, support, and supervision

COMMITTEE MEMBERS

- Thomas Keller, Ph.D., Portland State University (Chair)
- Orin Bolstad, Ph.D., Ohio Health Sciences University
- Eileen Brennan, Ph.D., Portland State University
- Andrae Brown, Ph.D., Independent Consultant
- Tim Cavell, Ph.D., University of Arkansas
- Mark Eddy, Ph.D., University of Texas
- Jean Grossman, Ph.D., Princeton University
- Kevin Haggerty, Ph.D., University of Washington
- Carla Herrera, Ph.D., Independent Research Consultant
- Kristian Jones, Ph.D., University of Washington
- Davielle Lakind, Ph.D., Mercer University
- Charles Martinez, Ph.D., University of Texas
- Sam McQuillin, Ph.D., University of South Carolina
- Lakindra Mitchell-Dove, Ph.D., Portland State University
- Julia Pryce, Ph.D., Loyola University Chicago
- Jean Rhodes, Ph.D., University of Massachusetts
- Renee Spencer, Ph.D., Boston University

APPENDIX E: PEER GROUP ANALYSIS

PEER GROUPS: No peer group focuses exclusively on children facing the greatest challenges and provides them with the kind of holistic, long-term support that Friends of the Children provides. Though they have different missions, this table describes a group of potential community partners for Friends: youth service programs with a large national footprint that serve children in communities with high percentages of families living in poverty.

PROGRAM MODEL	Friends of the Children	Big Brothers Big Sisters of America	Court Appointed Special Advocates (CASA)	Nurse Home Visiting Program	Communities in Schools
Large national footprint		X	X	X	X
Long-term commitment: 12+ years	X				
Intensive: 12-16 hours mentoring/month/child & family	X				
Individualized developmental plans	X		X	X	*depends*
Comprehensive: Spend time with youth during school, in their homes, and in the community	X				
Full-time, paid, professional mentors or advocates	X			X	X
Individualized one-on-one relationships with each child (or caregiver)	X (whole family-centered)	X (child-centered)	X (child-centered)	X (whole family-centered)	X (student-centered)
Participation is voluntary	X	X		X	X
Close affiliation with/connected to CW and/or Dependency System			X		
Start early: Before first grade	X	X	X	X	
Formal selection process for highest risk youth	X		X	X	X
Evidence of promoting school success	X	X		X	X
Evidence of building youth social/emotion skills (including self-regulation)	X				
Evidence of building protective capacities in parents (2Gen impact)	X			X	
Evidence of preventing early parenting	X			X	
Evidence of preventing involvement in the criminal justice system	X			X	
Evidence of impact on CW outcomes (reduced lengths of stay and/or reduced re-entry)	X				

APPENDIX F: LAND AKNOWLEDGEMENT STATEMENT

Friends of the Children acknowledges that each of our chapters is located on lands that were home to Indigenous people since time immemorial. Prior to the creation of the United States of America, this part of the continent was Turtle Island, the home of millions of diverse and thriving Indigenous people. We acknowledge and respect the inherent sovereignty and unique cultures of the first peoples of this land.

32 LOCATIONS ACROSS THE COUNTRY

APPENDIX G: FRIENDS OF THE CHILDREN – EXPANSION TIMELINE

1993

Friends of the Children is founded by Duncan Campbell in Portland, OR

2000

Chapters established in **Seattle, WA** and **Klamath Falls, OR**

2001

New York, NY chapter established

2004

Boston, MA chapter established

2008

NIH awards $3M for Randomized Controlled Trial of the effectiveness of the Friends of the Children model

2010

Social Return on Investment Study determines that every dollar invested in Friends of the Children returns over $7 to the community

2013

$5M gift from Bob and Dottie King to establish a National Endowment, ensuring there will always be a National headquarters

2014

Tampa Bay, FL chapter established

NY chapter expands to second location in the **South Bronx**

Friends of the Children begins selecting youth directly from foster care

2015

Portland chapter expands to second location in **Gresham**

Network-wide performance management system launched

Office of Juvenile Justice and Delinquency Prevention invests $500,000 to support the expansion of service to foster youth -- the first of five awards through 2021, totaling $8.5M

2016

San Francisco Bay Area, CA chapter established

Friends of the Children receives a $4M Social Innovation Fund award

Russell Wilson begins investing in Friends of the Children through his Why Not You Foundation; wife Ciara joins partnership later

2017

Chapters established in **Austin, TX**; **Charlotte, NC**; **Chicago, IL**; **Los Angeles, CA**; and **Central Oregon**

Preliminary findings from the Longitudinal Randomized Controlled Trial are published in *Prevention Science*

2018

Michael Jordan makes multi-million dollar investment in Friends of the Children

Conrad N. Hilton Foundation invests $1.75M to launch 2Gen pilot

2019

Chapters established in **Fargo, ND**; **Tacoma, WA**; **Detroit, MI**; and **Salt Lake City, UT**

Los Angeles chapter expands to second location in **Antelope Valley**

Annie E. Casey Foundation caregiver study results published in *Child & Family Social Work*

2020

Chapters established in **Lane County, OR** and **Southwest Washington**

2021

Chapters established in **Missoula, MT** and **Colorado Springs, CO**

Echo Fund invests $6M to support the expansion of partnerships with rural and tribal communities

Margaret A. Cargill Philanthropies invests $2.5M to expand partnerships with tribal communities

Conrad N. Hilton Foundation invests an additional $3.4M to expand 2Gen work and to study its impact

2022

Friends of the Children – He Sapa established in **Rapid City, SD**, as first Indigenous-led chapter

Chapters established in **Phoenix, AZ**; **Billings, MT**; **Houston, TX**; and **Twin Cities, MN**

He Sapa chapter expands to second location in **Oglala Lakota Nation**

MacKenzie Scott invests $44M in the Friends of the Children network

2Gen Impact Randomized Controlled Trial launches in partnership with the University of Notre Dame

2023

Celebrating 30 years of generational change!

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