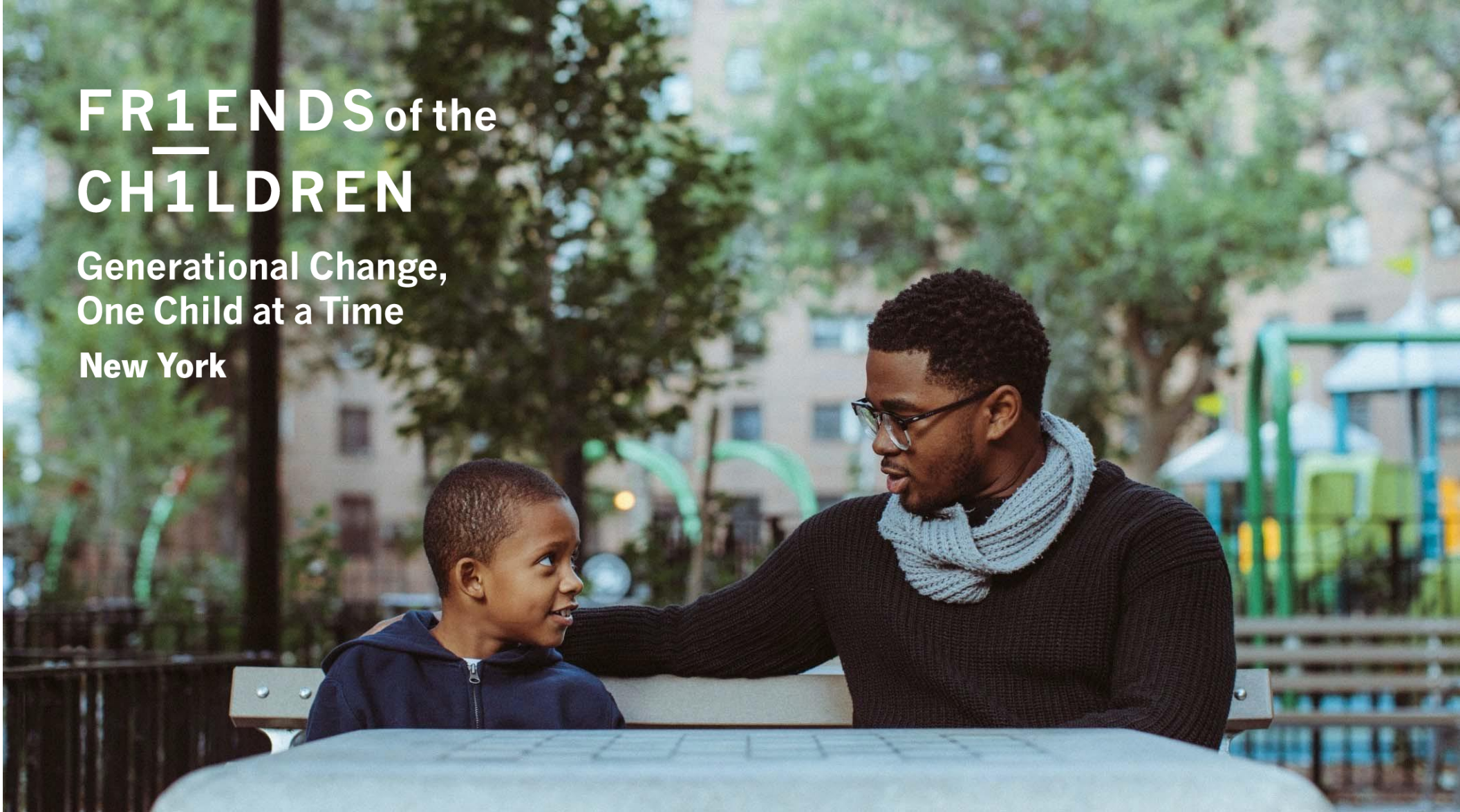


FR1ENDS of the CH1LDREN

Generational Change,
One Child at a Time

New York



Friends of the Children-NYHQ Scaling Plan

STRATEGY AND THEORY OF CHANGE: DESCRIPTION OF ORGANIZATION AND MISSION

ORGANIZATION OVERVIEW

Friends of the Children is a national nonprofit that is breaking the cycle of generational poverty by giving children facing the highest risks the ability to create a new story. We do this by providing the most vulnerable children with a long-term, salaried, professional mentor, called a Friend, from kindergarten through high school graduation – 12 + years, no matter what

OUR STORY

Entrepreneur Duncan Campbell's own troubled youth provided the impetus for founding Friends of the Children in Portland, OR in 1993. The model was brought to New York in 2002 by Howard Clyman and Kathie Roberts. Howard's work of representing youth involved in the criminal justice system inspired him to bring a preventative program to NYC. We began with 3 Friends serving 24 children in Harlem. Today, Friends of the Children New York reaches youth in Harlem and the South Bronx. Our successful model has grown to 15 locations across the country.



Mission

Friends of the Children NY's mission is impacting generational change by empowering youth who are facing the greatest obstacles through relationships with professional mentors.

Vision

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

Values

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

Social Value Proposition

Our long-term, relationship-focused model has a proven impact on children and families who would otherwise be trapped in poverty. Our graduates show greater educational attainment, and lower teen parenting and juvenile justice involvement compared to peers. Our approach has shown a social return on investment that is 7 times greater than the cost of the program, saving \$900,000 over the life of each youth served.

STRATEGY AND THEORY OF CHANGE: DESCRIPTION OF ORGANIZATION

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

1. Early Identification	2. Selection	3. Enrollment
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.	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).	Our outreach is extensive, as caregivers living in poverty 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 ¹ .

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

- Select the highest-risk children early
- Commit to children from ages 4-6 through high school graduation and stay involved to assist with post-secondary goals
- Provide a salaried, 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
- Adapt the program during the teen years to meet older youths’ peer-oriented developmental needs

Friends stay an average of over 5 years!

Our Friends form meaningful relationships with our youth – their deep bonds last for many years. This isn’t just a ‘job.’

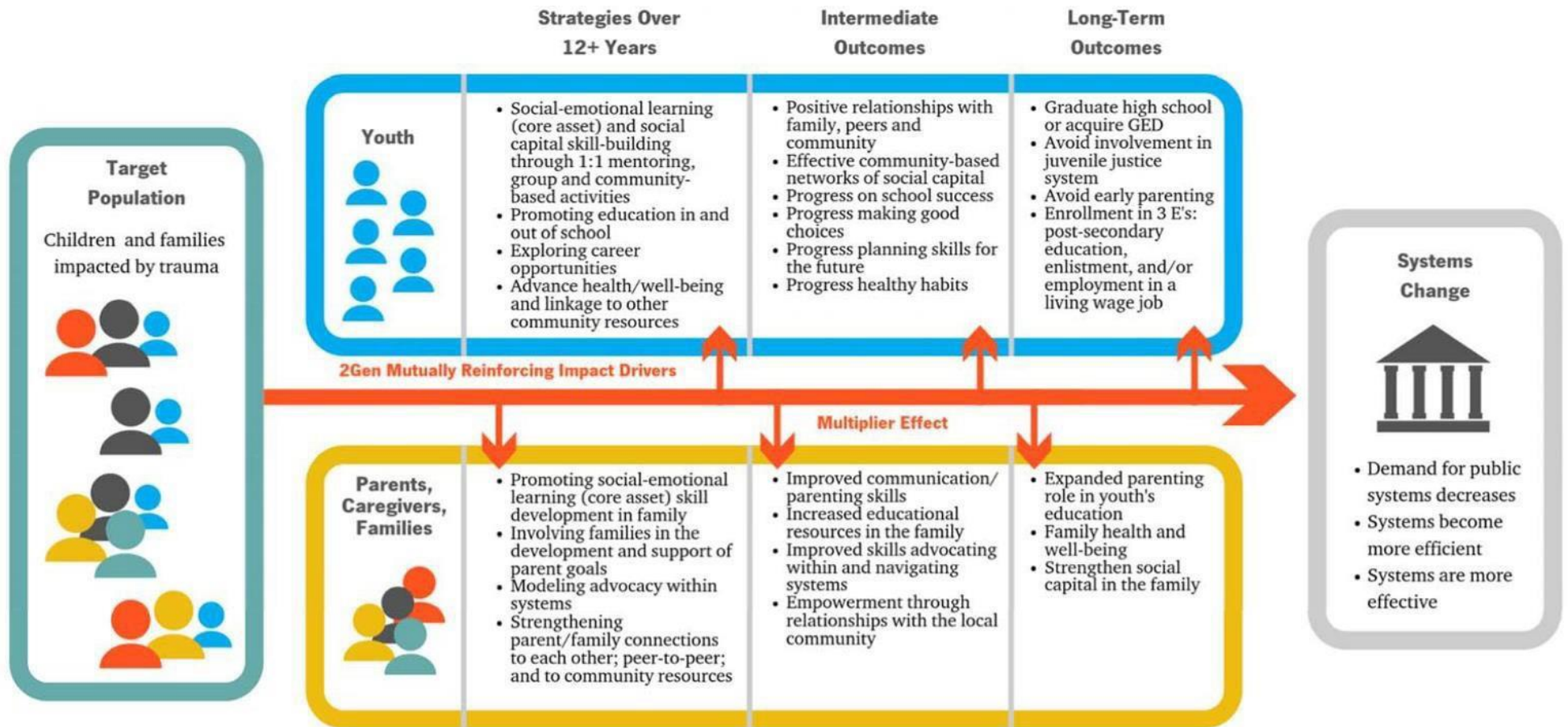
How does this happen?

A Friend might work on a child’s math skills by counting successful free throws; help a child find positive, constructive outlets for feelings of frustration; or advocate at a child’s middle school for special education services. A Friend might also help a caregiver fill out a job application; walk them through the process of accessing food resources; or create opportunities for peer-to-peer learning with other parents who have also experienced foster care. The Friend might be the first person the family calls when a child, now a teenager, runs away from home after a domestic violence crisis.

A Friend might inspire a child to push their limits and develop healthy habits; encourage a child to learn about new cultures, broadening their understanding of diversity; and give hope to a child to conquer incredible challenges.

¹Eddy, J. M., Martinez, C. R., Grossman, J. B., Cearley, J. J., Herrera, D., Wheeler, A. C., ... Seeley, J. R. (2017). A Randomized Controlled Trial of a Long-Term Professional Mentoring Program for Children at Risk: Outcomes Across the First 5 Years. *Prevention Science: The Official Journal of the Society for Prevention Research*, 18(8), 899–910. <https://www.ncbi.nlm.nih.gov/pubmed/28470587>

STRATEGY AND THEORY OF CHANGE: THEORY OF CHANGE



WHO NEEDS US: DEMAND

THE CHALLENGE

In recent years, Friends NY has supported many young people who are involved in or impacted by the foster care and criminal justice systems. The large majority are from low-income households and are African-American or Latinx descent. In addition to contending with historical injustices and the effects of poverty, these youth bear the profound difficulties that frequently accompany familial fragmentation.

Youth aging-out of the foster care system often struggle in numerous ways. According to the National Foster Youth Institute, 20% percent become instantly homeless, and 25% suffer from post-traumatic stress disorder, frequently caused by the separation from their families. Only 50% find gainful employment by age 24. Twenty-five percent become involved with the juvenile justice system. Fewer than 60% graduate high school, and fewer than 3% earn a college degree in their lifetimes. Seventy percent of young women from the foster care system become pregnant before the age of 21, and a quarter of them become parents during this period of life. Many of these young parents are overwhelmed and, without substantial support, there is a high likelihood that their children will themselves enter the foster care system.



THE SOLUTION

Friends NY has a proven track record of supporting system-involved youth. Forty percent of the youth participating with Friends NY have experienced foster or kinship care, and 50% have been impacted by the criminal justice system. One in four youth will be involved in the criminal justice system within two years of leaving the foster care system. These youth have benefitted immensely from the core feature of the Friends model: a continuous and trusting relationship with a professional mentor, known as a “Friend,” from kindergarten through high school graduation. As part of this arrangement, each young person, known as an Achiever, spends approximately 16 hours of time monthly with their Friend. The experience between the Friends and Achievers is grounded in warmth and candor, which results in consistently high rates of meeting goals set mutually by Achievers, their families and their Friends. At Friends NY, 95% of Achievers have avoided early parenting, 94% have avoided the juvenile justice system, and 91% have graduated high school or earned a High School Equivalency diploma.

As New York City acknowledges years of historical injustice by transforming its child welfare system, and reforming its prison system, Friends NY has a unique opportunity to positively impact youth and families of Harlem and the South Bronx, empowering them to overcome the multiple effects of poverty and familial fragmentation. With the launch of our 5 – year Power of One Campaign, we are taking a three pronged approach to scale our program and broaden our impact on New York City’s system impacted youth and families.

SCALING PLAN: STRATEGIES

Our 3 scaling strategies are interlocking, creating a positive feedback loop that allows for life transformation of youth and families in poverty.

1 Scale to Double the Number of Achievers

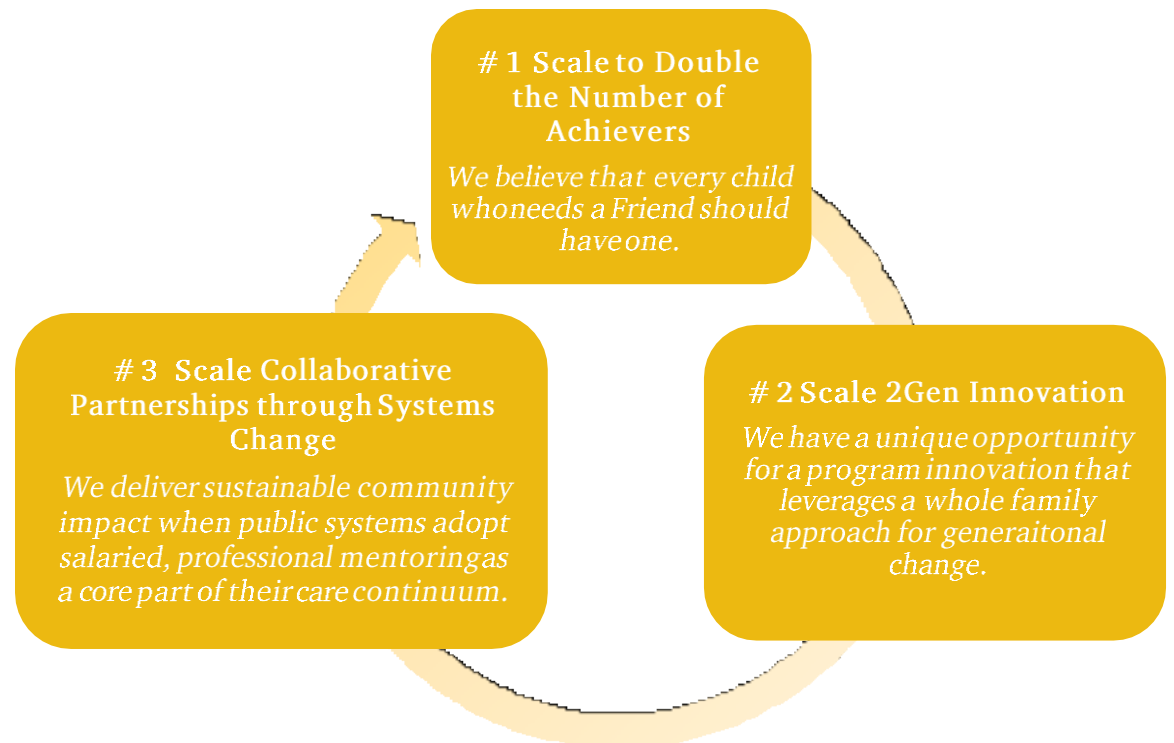
In our 5-Year Expansion Campaign, Friends NY is growing from 156 to 300 children and youth served. During the first year, we promoted four Friends to Program Manager positions and have added four new Friends. We also hired a Development Director to support our growth and to focus our efforts on securing multi-year gifts. As we continue to build our operational and financial capacity, we are expanding our partnerships with public and private institutions to share best practices and influence systems change.

2 Scale 2Gen Innovation

This pilot builds on the success of our work with the child welfare and criminal justice systems and findings from the recent qualitative study on our model, funded by the Annie E. Casey Foundation. Our two-generation (2Gen) innovation uses a whole family approach to select youth at risk of foster care or who have been impacted by the criminal justice system, and to also intentionally support their parents who have already experienced foster care.

3 Scale Collaborative Partnerships through Systems Change

By establishing and growing partnerships with public funding agencies, we can embed Friends of the Children into existing service continuums to achieve better results for youth and families. This paradigm shift opens public funding streams to ensure that all systems use salaried, professional mentoring as a core strategy.



SCALING PLAN: STRATEGY #1 – SCALE TO DOUBLE THE NUMBER OF ACHIEVERS

DOUBLING OUR IMPACT

Friends of the Children New York (Friends NY) has been serving children and families in Harlem and the South Bronx for more than 16 years. Fueled by public and private investments, Friends NY is now focused on doubling enrollment in the next five years, with the goal of serving more than 30% of the 4-6 year olds in Harlem and the South Bronx whose families have been impacted by the foster care and criminal justice systems.

SCALABLE, SUSTAINABLE MODEL

Our model is both scalable and sustainable. Our “Friends”—salaried, professional mentors—are empowering hundreds of youth in our city to achieve their hopes and dreams. Working with private and public funders, we will raise 5 years of operating income over the next 3 years to ensure a sustainable operating budget for our expansion that will double the number of Friends we employ and the youth and families that we serve.

LOCALLY DRIVEN, RELEVANT

Our expansion will directly impact two of New York City’s most challenged systems: child welfare and criminal justice. Friends NY is the only chapter in the country to focus on youth and families impacted by the criminal justice system. Youth aging out of our foster care system struggle in numerous ways: only 55% graduate from high school and 25% cross-over into the juvenile justice system. Similarly, the challenges for families working to re-enter the community on parole and probation are numerous, including limited housing options, lack of adequate education or job skills, and lack of access to behavioral health supports.

Our model is a promising solution to counteracting the challenges that our system involved families face. Our staff is trained to understand the roots of oppression, injustice, and trauma. We empower youth and families to exercise self-determination, build social solidarity, and increase capacity for collaborative community action.

POWER OF ONE EXPANSION CAMPAIGN

To achieve our expansion plan, Friends NY will raise \$17 million, five years of operating costs, over the next 3-years. We are currently focusing on securing multi-year gifts, and have already secured \$4.5 million toward our expansion goal.

Multi-Year Commitments to Support Scaling Plan

- The Pinkerton Foundation: \$1.5 million
- Anonymous: \$750,000
- Conrad N. Hilton Foundation: \$500,000
- Christopher Rollins: \$150,000

Return on Investment

- \$3.4 million: The savings to the community by helping one child achieve our three long-term outcomes
- \$7: The amount returned to the community by investing \$1 in Friends of the Children

SCALING PLAN: STRATEGY #2 – SCALE 2GEN INNOVATION

In response to the needs of our youth and families, and upon invitation of cross-sector leaders, we are piloting and expanding our two-generation (2Gen) innovation. This pilot is inspired by the work our Friends already do: empowering and impacting the other people in our youth's families. It also builds on the success of our work with child welfare systems and findings from the recent qualitative study on our model, funded by the Annie E. Casey Foundation (AECF). The AECF study validated that we are well-positioned to build 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

Pilot Innovation: The Friends NY chapter is in the second year of our 2Gen pilot program, where we are broadening our scope of service to enhance support to siblings and parents/caregivers. We are partnering with community-based organizations, ACS and probation and parole services helping parents who have been impacted by the foster care and criminal justice systems to create a pipeline for youth enrollment. Parents and their 4-6 year-old children are joining as participants in the program, receiving peer-to-peer support, and connections to resources aimed at advancing economic mobility such as housing, education, and workforce development.



This pilot will set a baseline and measure improvement in protective factors proven to lower the risk of child abuse and neglect, including:

- Improving the social and emotional competencies of children
- Nurturing the attachment between parents and children
- Strengthened social connections in the communities of our children and parents/caregivers
- Parent skill-building, including our core assets (social-emotional skills), setting goals with youth, and systems navigation and advocacy
- Concrete supports, provided through community resource partners

Friends 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, promote health and well-being for the entire family.

Research and Evaluation:

- As an enhancement to our model, the pilot leverages our ETO database to not only track progress of youth, but now to more closely understand growth and outcomes of caregivers. Using our data principles, we built out additional data collection points that reflect the enhanced, intentional work Friends are now undertaking with caregivers. Data being put into ETO directly by Friends will be supplemented with data from a new, annual, caregiver survey, being developed by ICF.
- **2Gen Expansion:** Leveraging the 2Gen community of support, which includes our partnership with ACS, we have developed formal MOU's with organizations like Children's Village, Grand Windham, Legal Aid Society, and JCCA, who are partnering with us in our 2Gen pilot program. These partnerships are focused on enrolling new youth and caregivers who have been impacted by the foster care and criminal justice systems. In addition to the new families we will serve, we will provide 2Gen services to all current parents and caregivers by FY22.

SCALING PLAN: STRATEGY #3 – SCALE COLLABORATIVE PARTNERSHIPS THROUGH SYSTEMS CHANGE

In response to the needs of our major systems – like education, child welfare, criminal justice and philanthropy – Friends of the Children is scaling its collaborative partnerships through systems change. By establishing and growing partnerships with public funding agencies, we can embed our model into existing service continuums to achieve better results for youth and families. Our relationship-based approach, lasting longer than most programs, is challenging public systems to think beyond short-term, transactional approaches to achieve long-term, sustainable results

Approach to Systems Change

We come to all collaborative systems partners with the same 5 tenets:

1. Identify root causes for which the partner is solving
2. Identify key factors
3. Find points of leverage where the Friends of the Children model can have the greatest impact
4. Define the system and establish boundaries, with potential to identify multi-system partnerships
5. Clarify partnership objectives, with a focus on progress indicators

Consistent Goals

Public partners have identified Friends of the Children NY both as an alternative and an addition to their service continuum. We affect systems change by: reducing the need for public systems in the community and making public services more efficient and effective. We also advance social change, empowering human potential while also challenging the status quo of the systems most impacting our program participants.



Establishing Collaborative Partnerships: In both NY and LA, child welfare, juvenile justice, criminal justice, and mental health systems' officials are paying attention to our 2Gen innovation as part of system improvement and reform efforts for youth and families.

Measuring Impact: Friends of the Children works with third-party evaluators to ensure that the outcomes that public systems are seeking are being measured and that opportunities for rapid-cycle improvement in our work is being advanced.

- Example 1: Based on child welfare administrative data received in fall 2017 on our youth and a comparison group of children, we found that Friends of the Children youth are returning home sooner. 40% of Friends' children returned to a permanent home within 12 months of removal, whereas for a comparison group of children, only 28% reached permanency within that timeframe.
- Example 2: Friends NY accesses school data to demonstrate improved attendance and reduced school suspension for youth of color in our program and fewer school transitions for youth in foster care. Friends also accesses juvenile justice data to demonstrate reduced juvenile justice system involvement for youth who've experienced foster care.

SCALING PLAN: GROWTH PLAN

Scaling Strategy	2018	2019	2020	2021	2022	2023
Scale New York Headquarters <ul style="list-style-type: none"> • Move location • Secure multi-year pledges • Add 4 new Friends each year • Promote 4 Friends to Program Manager positions 	Youth: 140 Locations: 2	Youth: 172 Locations: 2	Youth: 204 Locations: 2	Youth: 236 Locations: 2	Youth: 268 Locations: 2	Youth: 300 Locations: 2
Scale 2Gen Innovation <ul style="list-style-type: none"> • Scale 2Gen innovation to all Friends, impacting families: siblings and parents/caregivers* • Hire: Program Manager 	Family: 0 Community Partners: 0	Family: 40 Community Partners: 5	Family: 120 Community Partners: 10	Family: 200 Community Partners: 15	Family: 670 Community Partners: 20	Family: 750 Community Partners: 25
Scale Collaborative Partnerships through Systems Change <ul style="list-style-type: none"> • Establish federal, state, and municipal partners (e.g. child welfare, criminal justice, etc.) • Hire Lobbyist in Washington, DC • Secure additional funding to support RCT study and other evaluations 	Public partnerships: 0	Public partnerships: 1	Public partnerships: 2	Public partnerships: 3	Public partnerships: 4	Public partnerships: 5

*The number of siblings and parents/caregivers in each youth's family who we anticipate will be served through our 2Gen Innovation was determined through a conservative multiplier of 2.5. This is based on data collected through our ETO database and data used in our longitudinal RCT study.

INCORPORATING STRATEGIC PROGRAM CHANGE

As we embark on our three Scaling Strategies, Program wants to ensure that the infrastructure is in place to maintain the highest Quality of Service for all our new participants. For the last 20 years, we have built a foundation of a program that produces amazing results for our Achievers and their families.

As Program evolves, we want to ensure that we are reaching our long term outcomes and evolving our infrastructure to address the changing needs of our kids and families. To accomplish this, Program Leadership is currently designing a 5 Year Program Plan that will be informed by key stakeholders in our work. We want to maintain our commitment to equitably incorporating the various voices and vantage points within our program. By doing this, we ensure that our program infrastructure has a complete and holistic perspective.

The key voices we will be incorporating are:

- **Kids and Families Voices**- In keeping with our core value of “Putting Kids First”, we want to uphold our belief that placing what kids and families want is of the utmost importance in designing program infrastructure. Often when implementing program structures and policies, kids and families are asked to participate in programming changes that they had no input or voice in designing. We want to construct a program that is addressing the wants and needs of our kids and families, while also empowering them to contribute to the overall success of our program.
- **Staff Voices** – We want to ensure that we are incorporating the voices of the individuals who work closest with our Achievers and families, and that we have their buy-in on prospective programmatic growth. Staff’s experiences and interactions with families have made them experts in this work, and given them a unique insight into how we can best serve our kids and families. We want to leverage their important knowledge.
- **Best Practices** – We want to ensure that all of our programmatic infrastructure ideas are being driven and reinforced by what research in fields such as youth work, system involvement, and trauma informed care is telling us is optimal for working with kids and families. To accomplish this, we want to compile and examine practices and research from similar youth serving organizations, research firms, government agencies, and think tanks.

By compiling the various quantitative and qualitative data from our key stakeholders, Program Leadership will design our 5 Year plan by developing a program infrastructure in 5 key focus areas. These areas are:

- Friend Skills
- Manager Skills
- Programming
- Partnerships
- Program Processes

TIMELINE OF PROGRAM FIVE YEAR PLAN

February

- Monthly meeting w/ 2GEN Mentors to discuss progress with 2GEN Program
- National Monthly 2GEN Meeting to discuss progress with 2GEN Program

March

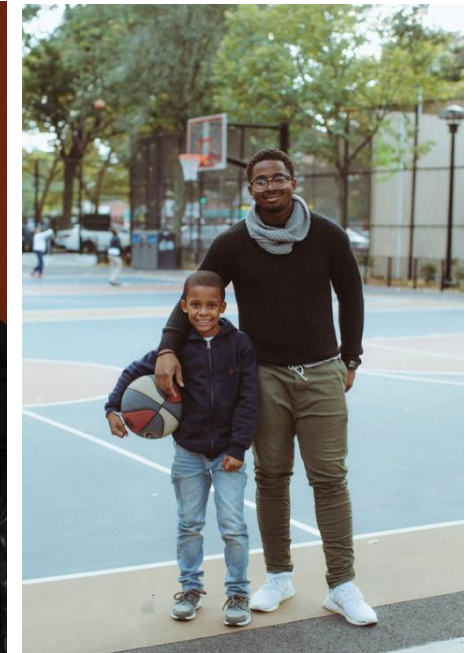
- Meeting w/ ICF Research for Best Practices Discussion
- Meeting w/ FOTC Alumni Committee for recommendations of 5 Year Plan
- Monthly meeting w/ 2GEN Mentors to discuss progress with 2GEN Program
- National Monthly 2GEN Meeting to discuss progress with 2GEN Program

April

- Meeting w/ ICF Research for Best Practices Discussion
- Meeting w/ FOTC Alumni Committee for recommendations of 5 Year Plan
- Monthly meeting w/ 2GEN Mentors to discuss progress with 2GEN Program
- National Monthly 2GEN Meeting to discuss progress with 2GEN Program
- Conduct Focus Group w/ 2GEN Caregivers
- Present 1st Draft of 5 Year Plan to FOTC Alumni Committee (End Date: 4/24)

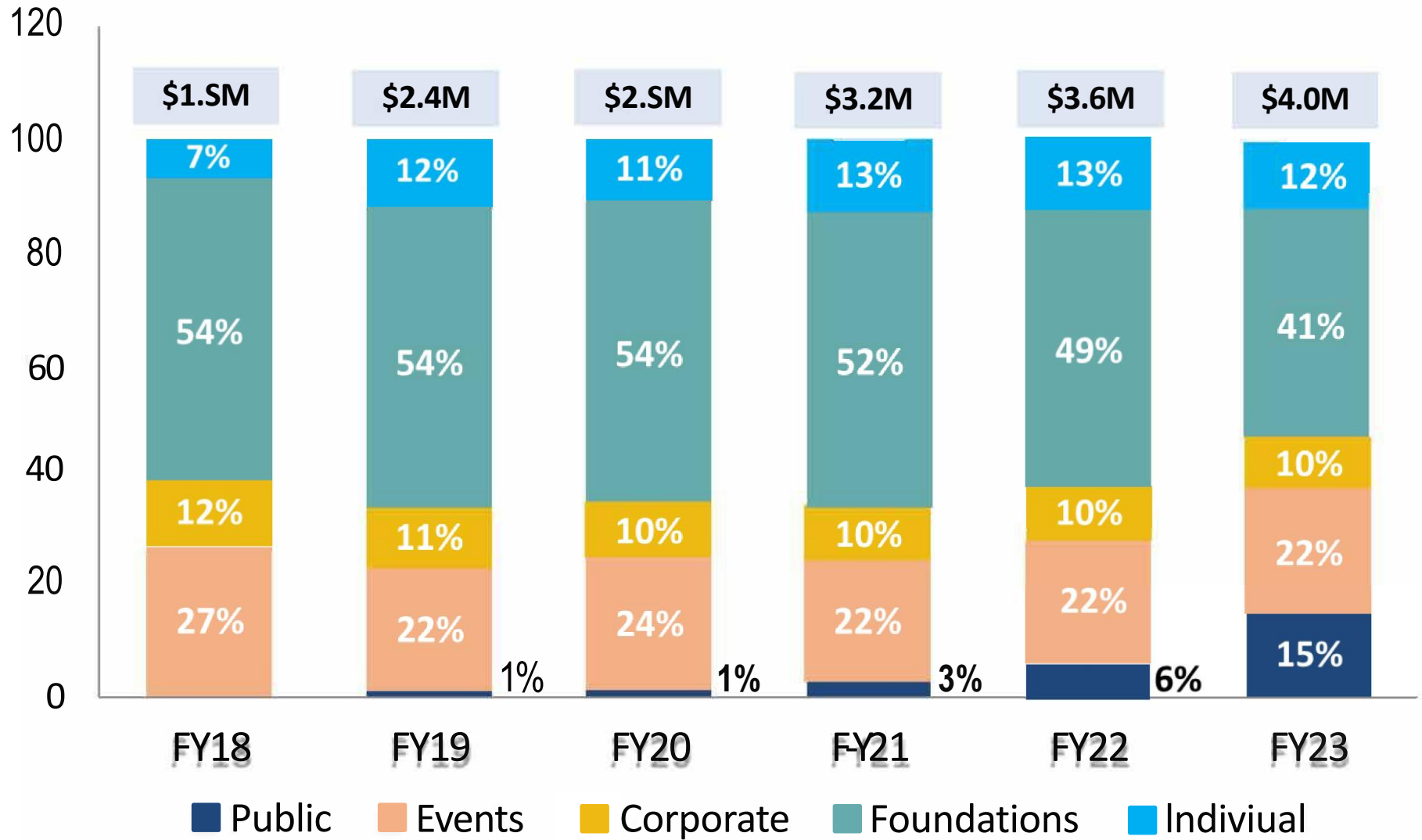
May

- Meeting w/ ICF Research for Best Practices Discussion
- Meeting w/ FOTC Alumni Committee for recommendations of 5 Year Plan
- Monthly meeting w/ 2GEN Mentors to discuss progress with 2GEN Program
- National Monthly 2GEN Meeting to discuss progress with 2GEN Program
- Present 2nd Draft of 5 Year Plan to Alumni Committee (End Date: 5/7)
- Present 2nd Draft of 5 Year Plan to 2GEN Referral Agency Stakeholders



FIVE-YEAR PLAN

Revenue Breakdown by Year



INDIVIDUALS FUNDRAISING

Strategy for Individuals

- Strengthen connection between donors and the organization
- Recover lapsed donors
- Expand pipeline and move donors through development stages:
 - **Identify. Cultivate. Ask. Confirm. Thank. Steward.**

Activities for Individuals

- Increase learning about prospects & donors and their interests
 - Ask the board to think about 3-5 new prospects to engage
 - 5-10 face-to-face meetings each week
- Leverage events (e.g. Bowl-a-Thon, Neuberger Diversity Panel, Ageloff Holiday Party, Criminal Justice Reform Panel, upcoming graduation on 5.22)
- Meet with each board member to discuss individual prospects and donors pre and immediately following the gala.
- Consider a possible summer appeal.
- Follow-up with board members regarding individualized cultivation plans.

Question

What would make you interested in meeting with a staff member from an organization that you are currently giving to or that you are being asked to give to for the first time?

CORPORATE FUNDRAISING

Strategy for Corporate

- Proactively pursue companies with shared vision for philanthropy and engagement.
- Partner with program to determine meaningful opportunities for corporate engagement.

Activities for Corporate

- Participation in ongoing efforts (e.g. Neuberger Berman, Barclays)
- Corporate outreach related to each Board Member's individualized plan (e.g. JPMC, Blackrock, LinkedIn, MLB).
- Research and approach companies with shared vision for philanthropy and engagement.
- Recruit Young Professional Board Members from companies with shared goals.

Question

How do we capitalize on the success we have had with the restructuring community to increase support and/or to replicate in another related or unrelated industry?

EVENT FUNDRAISING

Strategy for Events - Gala

- Fill seats with strong potential long-term donors.

Activities for Events - Gala

- Focus on securing sponsorships and tickets through requests and follow up. Work with Wingo, the committee, and the Board on the auction.
- Build upon successes to date, while adding new elements to engage longstanding supporters and others (e.g. Focus on Harlem connection).
- Meet with each board member to discuss individual prospects and donors pre and immediately following the gala.
- Gala donor cultivation and stewardship pre- and post gala.

Strategy for Events – Bowl-a-Thon

- Increase revenue with more sponsors and lane fundraising.

Activities for Events - Bowl-a-Thon

- Begin 2020 preparation earlier (in June 2020).
- Develop stronger structure for YPB recruitment and operations
- Recruit at least 5 new YPB members
- Leverage corporate relationships made throughout the year, with our Board, gala, etc.



SYSTEMS CHANGE

Strategy for Systems Change

In November 2019, Friends NY initiated an effort to outreach to public sector (and selected nonprofit) leaders in New York for the purposes of:

- Raising awareness in government about Friends NY and the ways in which its values and goals align with those of New York government
- Bringing attention especially to distinct elements of the organization's model: professional mentoring and two-generational work and encouraging government to adopt these practices
- Establishing and deepening relationships with relevant government leaders
- Pursuing short-term partnerships, synergies and funding opportunities
- And, ultimately, positioning the organization for mid- and long-term opportunities to enter into contracts with government agencies to support expanded and ongoing programming

Activities Around Systems Change

Friends NY hired a consultant to work closely with our development team and executive director to help build relationships in the public sector as well as assisting in public funding opportunities that become available. Recent cultivation activities include:

NYC Agencies/Offices

- Manhattan District Attorney's Office – meeting occurred
- Mayor's Office of Criminal Justice -- meeting occurred
- Mayor's Office Children's Cabinet – received referral from NYC Service; awaiting introduction
- NYC Administration for Children's Services – meeting and conference call occurred
- NYC Department of Education – conference call occurred
- NYC Department of Probation – received referral from Manhattan District Attorney's Office; awaiting introduction
- NYC Department of Health and Mental Health – meeting occurred
- NYC Department of Homeless Services – conference call occurred
- NYC Department of Youth and Community Development -- a series of phone calls and email exchanges have occurred and another call is being scheduled
- NYPD -- received referral from Manhattan District Attorney's Office; awaiting introduction

SYSTEMS CHANGE CONTINUED...

Activities Around Systems Change

NYC Elected Officials

- Councilmember Bill Perkins – meeting request pending
- Councilmember Rafael Salamanca – scheduling in progress
- Bronx Borough President’s Office – meeting request pending
- Manhattan Borough President’s Office – meeting occurred

NYS Agencies/Offices

- NYS Office of Children and Families – meeting request pending

NYS Elected Officials

- Office of NYS Senator Brian Benjamin – meeting upcoming
- Office of NYS Assemblymember Marcos Crespo – meeting request pending
- Office of NYS Assemblymember Inez Dickens – meeting request pending
- Office of NYS Senator Luis Sepulveda – meeting occurred

Members of US Congress

- Rep. Adriano Espaillat – meeting request pending
- Rep. Alexandria Octavio-Cortez – scheduling for meeting in progress

NONPROFITS

- **Fair Futures** – meeting upcoming
- **Fortune Society** – scheduling for meeting in progress
- **New Yorkers for Children** – meeting and conference call occurred

