

2018–2019



# IMPACT REPORT

Finding Belonging  
with Friends

FR1ENDS of the  
CH1LDREN



## Belonging

I understand who I am,  
have a place where I feel  
accepted, and know that  
my contributions count.

### DEAR FRIEND,

It is with deep gratitude that we share our 2018–2019 Impact Report, which celebrates our amazing youth and their families. We are continually inspired by their stories of finding belonging and community through their relationships with their Friends.

This report highlights just that — our **Core Asset of Belonging** — building connection, positive relationships, support systems and social capital. We are honored to acknowledge our youth’s hard work and excited to support more youth as we continue to expand.

We wanted to share a few highlights from the past year:

We completed the first year of **Two-Generation (2Gen) innovation pilots in Los Angeles and New York City**, as well as our annual caregiver survey; We launched a **\$50 million fundraising campaign** which will support our expansion to **25 cities by 2025**; We launched **five new locations** and are positioned to launch several more in 2020; and we were featured in *The New York Times*.

We also continue to be amazed by luminaries like Michael Jordan, 2014 Super Bowl Champion Russell Wilson, and Grammy Award–winning artist Ciara who generously give their time and resources to our youth.

This year we dedicated ourselves to highlighting our youth as the heroes of their own stories. In that process we launched a new video, *The Power of One*, and refreshed our values and mission statement, which you’ll find at the end of this report.

Thank you for believing in our model, our youth, our families and our Friends. We hope that you, too, find a sense of belonging in the Friends community.



Warmest regards,

*Terri B. Sorensen*

Terri Sorensen  
Chief Executive Officer

## HIGHLIGHTS

A few highlights from the past year help showcase all that we have to celebrate.

**\$32 million**  
network-wide  
operating budget

**22%**  
increase in number  
of youth served

**\$2 million**  
from the Office of Juvenile  
Justice and Delinquency  
Prevention, bringing total  
support to \$6.5 million

**5**  
new locations,  
bringing us  
to 20 locations

**7**  
new National  
Board Members

**540**  
schools attended by our  
youth in urban, suburban  
and rural neighborhoods



### THE FRIEND EFFECT

#### James heads to college with social capital

James, now 20 years old, joined Friends of the Children—Seattle at age 5. A shy child with great potential, James was paired with Friend Upendo, who supported James in becoming more extroverted and open. Upendo also connected James with resources and opportunities, empowering James to work hard and commit to graduating from high school.

“They gave me lots of opportunities and lots of connections. I don’t think I would have been connected to situations in life or internship opportunities. They are there for you, whatever resources you need,” says James. Upendo was James’ Friend for 10 years before retiring. Shortly after that, he passed away. James took the loss of Upendo hard. Because Friends of the Children commits for the long term, the Seattle chapter quickly connected James with a new mentor, Marcel. Over time, the relationship between James and Marcel grew stronger and Marcel supported James through his final years of high school.

Since graduating from high school, James has volunteered more than 70 hours with the Friends—Seattle chapter. James is also entering his second year of college, studying human development at Washington State University. James hopes that someday he will have a job similar to what a Friend does—supporting people to reach their full potential.

# COLLECTIVE IMPACT

Youth accomplishments and progress toward our collaborative goals are tracked regularly.

*We are equal parts head and heart. We're incredibly proud of the accomplishments our youth achieve—both big and small. We are also data driven so that we can give our best to the youth we serve.*

## Long-Term Outcomes

With over 26 years of data and outcomes to support the efficacy of our model, we're excited to continue to scale across the country and share the amazing stories of our youth.



83% of youth receive their high school diploma or GED



98% of youth wait to parent until after their teen years

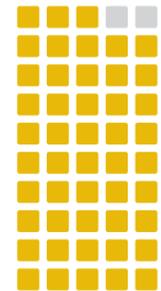


93% of youth remain free from involvement in the juvenile justice system



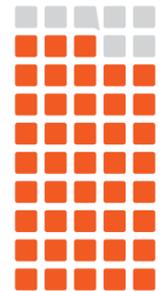
92% of youth go on to enroll in post-secondary education, serve our country or enter the workforce

98%



youth who made progress on their social and emotional development goals

93%



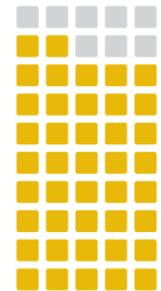
youth who made progress on school success goals

94%



youth who made progress toward making healthy choices

91%



youth who attended school regularly

90%



youth who developed relationships with supportive adults

## Intermediate Outcomes

To ensure that youth are on track to reach our long-term outcomes, we support youth to achieve their own goals within 5 intermediate outcome areas: **Social and Emotional Development, School Success, Improved Health, Making Good Choices, and Plans and Skills for the Future.** We are proud of our youth for their achievements this year.

# SCALING FOR SUCCESS

Building on a solid foundation, we are excited to continue growing our impact through three specific strategies.



- 1 New and Existing Chapters**  
We believe that every child who needs a Friend should have one.
- 2 Two-Generation (2Gen) Innovation**  
We have a unique opportunity for a program innovation that leverages a whole family approach for generational change.
- 3 Scale Collaborative Partnerships through Systems Change**  
We deliver sustainable community impact when public systems adopt salaried, professional mentoring as a core part of their care continuum.

## STRATEGY 1

### Scaling New and Existing Chapters through Our National Expansion Campaign

Through catalytic capital aggregation and growing evidence on the efficacy of our model, we have added 15 locations over the past seven years – five this year alone. Our \$32 million network now includes 20 locations, and we are poised to scale to 25 locations by 2025. With additional communities at work to raise the seed capital to launch, we continue to pursue our expansion goals relentlessly to achieve our vision that one day all children who need a Friend will have one.

## STRATEGY 2

### Scaling Our Two-Generation (2Gen) Innovation

In response to the needs of our youth and families, and upon invitation from cross-sector leaders, we are piloting and expanding our Two-Generation (2Gen) innovation. Our goal by 2025 is to scale our 2Gen pilots across the Friends of the Children network, tracking progress on youth and caregiver intermediate and long-term outcomes. Through our 2Gen work we are committing to empowering youth and families to achieve their hopes and dreams.

#### Commitment To Empowerment: Working with youth and parents to impact generational change

Friends of the Children has been partnering directly with foster care systems to enroll youth in our program since 2014. In 2019, thanks to a grant from the Annie E. Casey Foundation, research findings were published about the impact our Friends have on foster, adoptive and biological parents who are system-involved. In this Caregiver Study, caregivers shared that our program:

- Connects caregivers to resources that help stabilize the family
- Supports caregivers to understand their child's strengths, needs and interests
- Equips caregivers with parenting skills and helps through transitions
- Empowers caregivers and their youth through advocacy with schools and the child welfare system

#### Successful 2Gen Pilots in Los Angeles and New York Chapters

In L.A. and New York City, we're intentionally serving both youth and parents to build family well-being. We're partnering with community-based organizations that serve parents who experienced foster care, creating a pipeline for youth enrollment and parent participation. Early data shows that:

- Friends support parents in learning more about their child and reaching goals they have for their child
- Their child's behavior has improved in a way that made their home a more positive place

Building on this success, six locations launched an annual caregiver survey to amplify family voices.



## BUILDING TRUST WITH FAMILIES

### Sara's story

Sara\* is an amazing child with a lot of potential. She struggled socially and emotionally at home and in school. Sara's mother was wary about having a Friend in the home because of her own experiences in the foster care system. The mother would cancel visits from the Friend or ask the Friend to conduct sessions with her child away from her apartment. During outings, Sara struggled to stay engaged and had difficulty with expressing her emotions verbally and with empathizing with peers.

Using a trauma-informed lens, the Friend worked to build a relationship with Sara and with her mother. Sara's mom now responds to calls and texts in a timely manner, confides in the Friend during stressful times, and no longer cancels visits. The Friend now plans activities in the home and provides helpful tips that support positive parenting. In addition, Sara has grown in her ability to verbally express her feelings, to identify her emotions and to be more compassionate with peers. Sara is now exploring her spark through ballet classes, giving both her and her mom an opportunity to build social capital and find belonging in their community.

*\*name changed to protect privacy*

## STRATEGY 3

### Scaling Collaborative Partnerships through Systems Change

In response to the needs of our major systems, like child welfare, education, and juvenile justice, Friends of the Children is scaling our collaborative partnerships through systems change. Through partnerships with government agencies, we are embedding 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.



#### CASE STUDY: PREVENTING FOSTER CARE INVOLVEMENT

Los Angeles County has 30,000 children in foster care, making it the largest foster care system in the country. Given the immense need and proven ability of our model to make a real difference, leaders from the private and public sectors have maintained a vision to scale Friends of the Children—Los Angeles ("Friends—L.A.") to the entire county, creating a continuum of service designed to focus on the prevention of foster care entry.

“

Friends of the Children provides a consistent, long-term, caring adult to children who need it. This program will now become part of our prevention service continuum, engineered to protect and support the mental health and well-being of L.A. County children and families.

**Jonathan E. Sherin, M.D., Ph.D.**  
**Director, L.A. County Department of Mental Health**

Now, after just two years, this shared vision is becoming a reality. In the fall of 2019, Friends—L.A. was awarded a \$2.1 million contract with the L.A. County Department of Mental Health to expand service to the Antelope Valley, a region within the county with high rates of foster care placement. By June 2020, Friends—L.A. will have nearly doubled the number of enrolled children, all of whom are in families identified as being at highest risk of foster care entry.

## RAISING TWINS

### A positive relationship with Friends

Raymond\* and Keisha\* (7-year-old twins) were referred to Friends of the Children—Portland by their foster care case worker when they were in kindergarten. It was clear that Jade,\* Raymond and Keisha's mother, loved her children. However, without a larger support system, Jade's arrest had led to Raymond and Keisha being placed in foster care. Jade wanted to do right by her children. She owned her mistakes and wanted to be there for Raymond and Keisha. Jade did every possible thing she could to get her children back, and ultimately the family was reunited.

Although the family is back together, things aren't easy. When Jade wants to give up, her twins' Friends, Warren and Melissa, are there to encourage Jade's positive parenting and offer tangible supports to keep the family together. Friends know that having a network beyond the Friends program is critical to the family's health and well-being, so Friends are working with Jade to build more trusted relationships with other community members and organizations. While Jade continues to overcome obstacles, she and her children have begun to feel less isolated and are finding more hope and belonging — in their community, at the children's school, and within the Friends of the Children community in Portland.

*\*names changed to protect privacy*

# NATIONAL BOARD OF DIRECTORS

We are grateful for the ongoing support of the National Board.



When I see how the Friends of the Children model is expanding across the country, it's great that there are focus areas based on the city. It's not just a cookie cutter approach; it's customized to the needs of the city and the community.

**Karie Conner, Friends of the Children Board Member;  
Vice President and General Manager,  
Men's Division, Jordan Brand, Nike**

**Greg Goodwin, Chair**

Chairman, Wayne D. Kuni and Joan E. Kuni Foundation

**Don Washburn, Co-Vice-Chair**

Private Investor; Chairman of the Board, Amedisys, Inc.

**George Granger, Co-Vice-Chair**

President, AT&T—Oregon

**Cynthia Grant, Secretary**

Advisor, WRG Foundation

**Michael Feldser, Treasurer**

Retired Senior Vice-President and COO of Food & Household Products Division, Ball Corporation

**Peggy Maguire, Member at Large**

Senior Vice-President, Cambia Health Solutions; President, Cambia Health Foundation

**Clinton Moloney, Member at Large**

Managing Director, Sustainability Solutions—Americas, ENGIE Impact

**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

**\*Gary Clemons**

Executive Director, Friends of the Children—New York

**\*Karie Conner**

Vice President and General Manager, Men's Division, Jordan Brand, Nike

**Ellen Frawley**

Partner, GMMB

**\*Stephen M. Graham**

Managing Partner – Seattle, Fenwick & West LLP

**Thomas Keller, Ph.D.**

Duncan & Cindy Campbell Professor for Children, Youth & Families, Graduate School of Social Work, Portland State University

**\*Thomas Lee**

Executive Director, Friends of the Children—Los Angeles

**Sharon Maghie**

Retired Director, Microsoft Corporation; Co-Founder, Friends of the Children—Seattle

**John Miner**

Managing Director, Pivotal Investments

**Henry G. Morriello**

Partner, Head of Structured Finance & Transportation Finance, Arnold & Porter LLP

**\*Bryan Parker**

CEO and Co-founder, Legal Innovators

**\*Dan Saltzman**

Retired, Portland City Commissioner

**Bruce Schoen**

Retired Chief Financial Officer, Anthem Memory Care

**David Shapiro**

CEO, MENTOR

**Shane Wall**

Chief Technology Officer and Global Head of HP Labs, HP Inc.

**Vanessa Wilkins**

Founder, Future School Lab

**\*DJ Wilson**

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

*\*This year we welcomed seven new board members, indicated with an asterisk (\*).*

# THANK YOU

Thank you to the following partners who support our work\*:

**\$1 Million & Up**

Conrad N. Hilton Foundation  
King Philanthropies  
Michael Jordan

Office of Juvenile Justice and Delinquency Prevention  
Social Innovation Fund  
Stand Together Foundation

**\$500,000–\$999,999**

Medina Foundation  
Ballmer Group

**\$100,000–\$499,999**

All Ways Up Foundation  
AT&T  
Ben B. Cheney Foundation  
Christine Washburn  
Donald Washburn  
Gary E. Milgard Family Foundation  
George W. and Connally S. Rogers Fund  
Greg & Michele Goodwin  
Hearst Foundations  
May & Stanley Smith Charitable Trust  
M.J. Murdock Charitable Trust  
Pritzker Pucker Family Foundation  
PwC  
Silver Family Foundation  
Steans Family Foundation  
Steven St. Andre  
Reissa Foundation  
The WRG Foundation  
Why Not You Foundation

**\$50,000–\$99,999**

Bamford Foundation  
Korum For Kids  
Pritzker Foster Care Initiative  
Rogers/Slater Foundation  
Satterberg Foundation  
Schultz Family Foundation  
Sorenson Impact Center

*\*Investments recognized between the time period September 1, 2017, through August 31, 2019.*

# FINANCIALS

Here's a financial snapshot for fiscal year 2018.

**Assets**

Cash & Investments	\$10,660,313
Receivables	\$2,572,024
Prepaid Expenses	\$100,992
Equipment	\$4,239,181

**TOTAL ASSETS** \$17,572,510

**Liabilities**

Accounts Payable & Accrued Liabilities	\$1,208,813
--	-------------

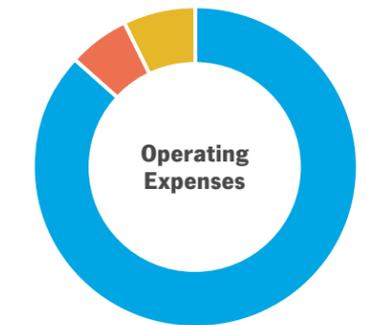
**Net Assets**

Unrestricted Net Assets	\$7,175,294
Temporarily Restricted Net Assets	\$3,231,629
Permanently Restricted Net Assets	\$5,956,774

**TOTAL NET ASSETS AND LIABILITIES** \$17,572,510



<b>TOTAL REVENUE</b>	<b>\$13,363,111</b>
----------------------	---------------------



<b>TOTAL EXPENSES</b>	<b>\$13,195,863</b>
-----------------------	---------------------

*\*Social Innovation Fund/Office of Juvenile Justice & Delinquency Prevention*

# OUR MISSION

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



# OUR VALUES

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



Build Relationships on Love



Commit to Empowerment



Pursue Goals Relentlessly



Demand Equity



# FR1ENDS of the CH1LDREN

44 NE Morris St.  
Portland, OR 97212  
503.281.6633  
info@friendsofthechildren.org  
friendsofthechildren.org

@friendsnational



## GuideStar Platinum Seal of Transparency

*Friends of the Children is committed to transparency in every part of our organization. We are proud to announce that we were awarded the Platinum Seal of Transparency, the highest seal possible for nonprofits, by GuideStar, the world's largest source of information on nonprofit organizations.*