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

BUSINESS PLAN
2020 – 2025
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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 the thousands 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, under-resourced schools, criminal justice, hunger, and homelessness. These children and families who experience trauma or who face great adversity encounter a lack of equity and opportunity, and most of the services available lack the intensity and duration needed to change their life trajectories. Friends of the Children has the answer.

We disrupt intergenerational repetition of low education attainment, teen parenting, and impacts of the criminal justice system. Our relationship-based service model addresses the needs of these children and families, preventing foster care and intervening when the child welfare system becomes involved. We empower youth and families to move beyond their circumstances to become healthy, productive members of the community.

OUR UNIQUE MODEL
We proactively select children ages 4-6 facing the most significant barriers to future success. Using a rigorous process, validated by research as effective for identifying children facing the greatest obstacles, we select children directly from schools, the foster care system, and through community partners with our two-generation (2Gen) foster care approach. We provide children and families with intensive, individualized guidance from full-time, highly trained, salaried mentors (called Friends) for 12+ years. Friends of the Children has a unique ability and rare intentionality to establish relationships and build trust with children and families who are the hardest to reach. And we maintain those relationships. From ages 4-6 through graduation - no matter what.

SUCCESSFUL, EVIDENCE-BASED LONG-TERM OUTCOMES
100% of our youth are at risk of foster care. Over 40% experience foster care. Yet our youth achieve great success. Third-party evaluation of our program graduates, compared to their peers who experienced foster care, show:

- **83%** of our youth celebrate high school graduation
- **50%** of our youth’s parents didn’t have the support necessary to graduate high school, and only **55%** of our youth’s peers graduate
- **93%** of our youth avoid juvenile justice
- **66%** of our youth’s parents have been impacted by the criminal justice system, and only **63%** of their peers avoid the juvenile justice system
- **98%** of our youth wait until after their teen years to become parents
- **85%** of our youth’s parents started parenting during their teens, and only **86%** of their peers wait to become parents

In addition, **92%** of our youth achieve one of the 3 E’s: enrollment in post-secondary education, enlistment in the military, and/or employment².

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¹ Friends of the Children Internal Data Analysis.
² Ibid ¹.
EXECUTIVE SUMMARY

READY TO SCALE
Friends of the Children was founded in Portland, OR, over 26 years ago. Through catalytic capital aggregation and growing evidence on our model, we added 13 locations over the past 6 years alone (see timeline in appendix page 61). Now, our 18-site, $28 million network includes: 4 sites in Oregon (Portland, Gresham, Klamath Basin, and Central Oregon); 3 sites in California (Antelope Valley, Los Angeles, and San Francisco); Austin, TX; Boston, MA; Charlotte, NC; Chicago, IL; Fargo, ND-Moorhead, MN; Harlem and the South Bronx, NY; Seattle and Southwest WA; Tampa Bay, FL; and Cornwall, United Kingdom. Based on market signals and philanthropic commitments, we are poised to scale to 25 locations by 2025.

SCALING INITIATIVES
We are growing from 18 to 25 locations by 2025, leveraging our model for prevention and intervention of foster care and systems change. Our plan includes:

1. Scale New and Existing Chapters: Expand reach of existing chapters and establish new Friends locations across the country. With 25 locations, we will empower 4,000 youth to break the cycle of poverty.

2. Scale 2Gen Innovation: Implement 2Gen innovation at all locations. Leverage and enhance the whole family approach of our program model, empowering 10,000 parents and siblings.

3. Scale Collaborative Partnerships through Systems Change: Grow public partnerships to catalyze systems change. We deliver sustainable community impact when public systems adopt salaried, professional mentoring as a core part of their care continuum.

LEADERSHIP
Our experienced National team includes: Terri Sorensen, Chief Executive Officer, who has led our expansion for 16 years; Erinn Kelley-Siel, JD, our Chief Officer of Expansion and Policy, who formerly served as Director of the Oregon Department of Human Services; Abby Weast, MBA, who brings 20 years of experience in operations and finance; and Carmi Brown, MA, our Chief Program Officer, with leadership experience in public and privatized child welfare. The diverse National Board of Directors includes: our founder, executive directors of our NY and LA sites, the former Deputy General Counsel for PwC, major foundation leaders, and key executives for corporations like Nike and AT&T.

FINANCIAL MODEL AND GROWTH CAPITAL TO SCALE
Our diverse funding model leverages a recent history of private and public philanthropic investments that has catalyzed growth and established increased demand for scale. In the past 3 years, we completed an early close-out of a $25 million expansion campaign. Now, to grow to 25 locations, we will require an investment of $50 million over 6 years. In the first 9 months of our campaign launch, we have raised over $9 million toward our $50 million goal.
MARKET CONTEXT AND NEED: THE PROBLEM

Roughly 1 in 12 children live in extreme poverty 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. These entrenched generational challenges cause day-to-day barriers impeding children’s success in school and their success participating in traditional youth programs and services.

There are no short-term fixes or single programmatic approaches that work for the most vulnerable children living in high-risk environments. Instead, children with multiple generational and environmental risk factors find themselves navigating a complex web of uncoordinated programs that lack long-term support and a relationship with a caring adult.

MARKET CONTEXT AND NEED: DEMAND

ABUSE, NEGLECT, TRAUMA, AND FOSTER CARE
In 2017, there were an estimated 674,000 children who were victims of maltreatment in the US. The link between maltreatment and foster care is undeniable: of the youth who were removed from their homes in 2017, the main reasons included neglect and physical abuse, with parental substance use a driving factor. The next year, 263,000 children entered foster care. We seek to provide each of these children with a Friend.

Youth who have experienced maltreatment and are receiving child welfare services experience steep challenges to their success, particularly related to academic outcomes:
- Up to 75% of youth in foster care change schools when entering care.
- 38% experience 2-3 home placements while in care, often accompanied by additional changes in schools.
- 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.

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 or kinship 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.

GENERATIONAL CYCLES
Further compounding the issue are children whose parents were child welfare-involved. These 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, parenting foster youth 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 care are reported to Child Protective Services (CPS) by the age of 3, and 68% of mothers with long, unstable placements and mental health needs are at risk of having their babies reported to CPS.

7 National Working Group on Foster Care and Education. (2014). Data Sheet: Fostering Success in Education.
8 Ibid 5.
MARKET CONTEXT AND NEED: DEMAND

POVERTY, RISK AND FOSTER CARE

Compared with children who live with their parents, children in foster care or kinship care experience poverty at higher rates\(^\text{10}\). And unfortunately, 9% of all children under the age of 6 live in deep poverty\(^\text{11}\).

Of youth living in extreme poverty, many experience 3 or more risk factors, including\(^\text{12}\):

- Low parental education (25%)
- Single parent (76%)
- Residential mobility (26%)
- Unemployed parent(s) (48%)
- Large family - 4 or more children (25%)
- Teen mother (6%)
- Household without English speakers (11%)

The costs are high:

- Generational cycles of families lacking opportunity and systemically being excluded perpetuates inequity and misses the chance for thousands of people to reach their full potential and become successful, contributing members of society.
- The financial costs are noteworthy, too. For example, the child welfare system spends over $25,000 per year, per child. That’s over 3 times the annual cost/person of Friends of the Children\(^\text{13}\).

Traditional youth-serving organizations have models that reach high-potential children, but struggle to adequately support youth facing the greatest challenges living in the highest-risk environments – those in extreme poverty and those who have experienced the greatest trauma.

Friends of the Children fills this void.

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\(^{12}\) Ibid, 11.

MARKET CONTEXT AND NEED: DEMAND

WHO NEEDS US

The child welfare system. Friends of the Children’s track record of successfully serving program youth that enter the foster care system is of increasing interest as an effective foster care prevention and intervention strategy. Historically, 40% of the youth served by Friends experience foster care and out-of-home placement. These foster youth who graduate from our program achieve our long-term outcomes at the same rate as their program peers – remarkable results considering the national statistics for youth aging out of foster care (only 55% graduate high school, 63% avoid incarceration, and 86% avoid teen parenting)\(^\text{14}\).

The education system. Friends’ track record of closing the achievement gap, particularly for children and 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.

Youth development programs that want to effectively serve youth facing the greatest obstacles struggle to access to those youth and families, and partner with us to reach them.

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. Our Charlotte chapter is now housed within Thompson.

Communities committed to kids facing the toughest 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 for the long-haul.

WHY NOW? Our outcomes and strong social return on investment result in a high demand for our services. 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. Our model offers an opportunity to change lives and maximize resources to get results for children that otherwise might be left behind.

MARKET CONTEXT AND NEED: ECOSYSTEM ANALYSIS

While there are many programs for vulnerable children, there are very few programs that offer a long-term, individualized, and comprehensive approach for children in the highest-risk environments. Of these, there are even fewer programs that deliver outcomes that break the cycle of poverty.

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 Court Appointed Special Advocates (CASA) 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 salaried, 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 page 58.

POLICY LEVERS

Our promising third-party evaluation findings and the significant public and private investment in our Randomized Control Trial (RCT) study, have sparked the attention of leaders who are charged with decreasing education, child welfare, and juvenile justice budgets, while improving youth outcomes. We are focusing on leveraging our relationships with stakeholders to increase the number of policymakers, funders, and thought leaders who can be effective policy-levers for us to become a leading national resource on how to ensure children and families succeed in school and life.

COMMUNITY PARTNERS

Our holistic model fills in the gaps left by our peers. These organizations often become our community partners. 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 children and families facing the greatest obstacles. 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. 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.
MARKET CONTEXT AND NEED: VISION FOR CHANGE

Patrick, like every child selected for Friends of the Children, wanted to be a kid, and feel love, support, and belonging. 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 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. At the age of 10, Patrick entered foster care and needed a stable, consistent relationship with an adult. 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.

Then things began to change. He built a trusting relationship with his Friend Carlos while he was in kindergarten. He started going to school more and developed needed social-emotional skills. He found a passion for writing poetry and participated on sports teams with the support and encouragement of Carlos. Traditional services weren’t enough, but Friends of the Children empowered him to succeed.

Patrick went on to graduate from the University of Oregon where he majored in Public Policy and Philosophy. He quickly used these skills to advocate for the establishment of a bill of rights for youth in foster care, which passed! Now, Patrick has come full circle: he is an assistant legislative coordinator at the Oregon Department of Human Services, helping youth just like him – children with incredible potential experiencing 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 foster care puts us in a position to also demonstrate our impact on foster care prevention and intervention. The cross-systems impact of Friends of the Children proves that this intensive, lasting, and individualized intervention is the key to changing lives.

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.
ORGANIZATION OVERVIEW

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

Through private philanthropy that has led to catalytic public investments, we have scaled to 18 locations, including 4 sites in Oregon (Portland, Gresham, Klamath Basin, and Central Oregon); 3 sites in California (Antelope Valley, Los Angeles, and San Francisco); Austin, TX; Boston, MA; Charlotte, NC; Chicago, IL; Fargo, ND-Moorhead, MN; Harlem and the South Bronx, NY; Seattle and Southwest WA; Tampa Bay, FL; and Cornwall, United Kingdom. Friends of the Children is a strong network of independent 501c3 chapters led by a national office that uses a shared service model for efficiencies and to ensure success. National supports the growing network by: raising funds to provide catalytic and sustainable funding, facilitating strong performance management systems, providing training and technical assistance, leading branding and marketing, overseeing research and evaluation, and promoting the sharing of best practices, innovation, and program fidelity.

Mission

Friends of the Children’s mission is to provide our most vulnerable children a nurturing and sustained relationship with a salaried, professional mentor who teaches positive values and has attainable expectations for each child to become healthy, productive members of the community.

Vision

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

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 served15.

**STRATEGY AND THEORY OF CHANGE: DESCRIPTION OF ORGANIZATION**

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

<table>
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<tr>
<th>1. Early Identification</th>
<th>2. Selection</th>
<th>3. Enrollment</th>
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</table>
| 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). The same rubric for evaluation is used with all selection partners. | 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.

**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 development needs

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Friends stay an average of over 5 years!

Our Friends form meaningful relationships with our youth – their deep bonds last for many years. In fact, multiple Friends have been with the organization over 20 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 child* might inspire a Friend to push their limits and lose weight to become healthy; encourage a Friend to learn about new cultures, broadening their understanding of diversity; and give hope to a Friend when a child conquers incredible challenges.

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STRATEGY AND THEORY OF CHANGE: THEORY OF CHANGE

**Target Population**
Children and families impacted by trauma

**Youth**
- Social-emotional learning (core asset) and social capital skill-building through 1:1 mentoring, group and community-based activities
- Promoting education in and out of school
- Exploring career opportunities
- Advance health/well-being and linkage to other community resources

**Strategies Over 12+ Years**

**Intermediate Outcomes**
- Positive relationships with family, peers and community
- Effective community-based networks of social capital
- Progress on school success
- Progress making good choices
- Progress planning skills for the future
- Progress healthy habits

**Long-Term Outcomes**
- Graduate high school or acquire GED
- Avoid involvement in juvenile justice system
- Avoid early parenting
- Enrollment in 3 E’s: post-secondary education, enlistment, and/or employment in a living wage job

**Multiplier Effect**
- Expanded parenting role in youth’s education
- Family health and well-being
- Strengthen social capital in the family

**Systems Change**
- Demand for public systems decreases
- Systems become more efficient
- Systems are more effective

**2Gen Mutually Reinforcing Impact Drivers**
Friends of the Children is committed to continuous improvement:
We ensure alignment with our 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 Efforts to Outcomes (ETO) 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.

Youth complete an annual survey, which is also recorded in ETO. This data is reported back to Friends and supervisors monthly, quarterly, and annually in a Program Performance Scorecard System. We are currently working with ICF to establish an annual caregiver survey. Each month, Program Directors from all sites review their collective Program Performance Scorecards together to share their challenges and successes. We are also able to analyze subgroups of our participants, e.g. by age, race/ethnicity, and involvement in foster care, which allows us to reflect and adjust approaches through a cultural and developmental lens.

Scorecards are also reviewed by Executive Directors and other leadership. We share the Program Performance Scorecard with our National Board of Directors so that our strategy will continue to align with our mission and we can collectively engage in strategic initiatives to improve program quality.
Regular third-party evaluations:
NPC Research provides evaluations that allow us to analyze our data with respect to our 3 long-term outcomes:

- 83% graduate high school
- 92% avoid juvenile justice
- 98% avoid early parenting

Compared to youth who experienced foster care without a Friend:
- 52%
- 63%
- 86%

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, biological families, foster, kinship, and adoptive caregivers reported positive impact from the Friends of the Children program in the following 4 areas: Advocating and Connecting, Knowledge and Skill Building, Relational Support, and General Support. Recommendations from the study are being used to build out our 2Gen innovation. An explanation of the study and recommendations can be found in the appendix on page 53.

Longitudinal Randomized Control Trial (RCT) Study:
Due to promising third-party evaluation findings, we are the subject of a multi-site RCT study conducted by researchers affiliated with the University of Washington, New York University, Princeton University, and University of Oregon. This rigorous study follows highly vulnerable children identified by our selection process and then randomized to either program enrollment (intervention group) or a control group, comparing the progress of each group over time. The study has been funded through major investments from 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 goal is to conduct this study over a 12-year period, following youth through important transitions into middle and high school and on to early adulthood. See appendix (pages 51-52) for emerging positive results.

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:

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

Our grads compared to similar youth:
- 24% more attain a high school diploma
- 30% more avoid the juvenile justice system
- 59% more avoid teen parenting

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

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SCALING PLAN: CORE PROGRAM ELEMENTS

FRIENDS OF THE CHILDREN PROGRAM MODEL
Continual Feedback Loops

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SCALING PLAN: 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 in danger of school failure, gang and drug involvement, teen pregnancy, and criminal behavior, with parents who may have already experienced those 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 salaried, 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, salaried, professional mentor 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 8-12 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 the different facets of the child’s life.

8: PROVIDE MEANINGFUL EXPERIENCES
We design unique 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.
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 New and Existing Chapters
Since it was founded in 1993, Friends has grown from impacting 24 children to reaching thousands of children and families annually. Friends scaled from its founding chapter in Portland to communities in 18 locations across the country and the UK. Since 2014, multiple chapters have embedded selection of children from foster care into their models: Portland, Seattle, Klamath Basin, Central Oregon, Tampa Bay, and Los Angeles. Across the network, 100% of our youth are at risk of foster care. We grow to serve all youth in need by launching new chapters and by expanding existing chapters, often using a hub and spoke model. We leverage efficiencies and ensure sustainability and success through shared services and strong performance management.

#2 Scale 2Gen Innovation
This pilot 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. Our two-generation (2Gen) innovation uses a whole family approach to select youth at risk of foster care, 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 NEW AND EXISTING CHAPTERS

In response to diverse needs identified by communities across the country, Friends of the Children is committed to expanding into new cities, both through establishing entirely new chapters, and by helping existing chapters expand regionally. All of our locations use the same model and core program elements (pages 15 and 16), resulting in game-changing, long-term outcomes for our youth (page 15). We maintain a healthy balance of fidelity and innovation that has led to significant opportunities for positive youth and family outcomes (Strategy #2) and systems change (Strategy #3).

Launching New Chapters: We bring our model to communities that welcome us and have committed local champions. Using a trauma-informed approach, we establish a strong foundation before committing to youth and families (see Expansion Site Feasibility Process and Requirements on pages 59-60). National provides finance, HR, IT, and database shared services to all new chapters so they can focus on program and organizational development.

Expanding Existing Chapters: Our chapters have a proven track-record of success and utilize strategic growth plans. We have identified both efficiencies of scale and increased speed to serve more youth through a hub and spoke model, in which existing chapters open additional locations in their regions. Our founding chapter in Portland did this by building a second site in Gresham, OR, and recently launched a third site in Southwest Washington.

National Support: National provides new chapters and expanding chapters with on-the-ground support through the first 2-3 years of launch, and as needed afterward. This ensures adequate capacity to successfully launch expansion activities while continuing to lay the foundation for long-term sustainability. Challenge matches are a cornerstone of this strategy.

National Challenge Matches: National philanthropic challenge matches lay a foundation for sustainability and impact through capital aggregation, and have been a key element of recent accelerated expansion success. National provides challenge match grants for which new communities and chapters may apply.

- Friends of the Children is one of few organizations to have received a federal grant from the Social Innovation Fund (SIF), a program of the Corporation for National and Community Service. The 4-year $4 million challenge match required Friends of the Children National to match the funds dollar-for-dollar, which must again be matched by local chapters (new and existing) selected to receive SIF subawards. Matching dollars must come from non-federal sources, which lays a strong foundation of diverse funding and sustainable growth for chapters. National raised the $4 million matching funds 2 years early.
- Through SIF, we launched and/or scaled 7 chapters. We now use this capital aggregation model for catalytic growth. While we continue to take this proactive approach, offering challenge matches to communities across the country, we also continue to be responsive, as we regularly receive requests from community champions who have identified our model as a solution for their city.
- In 2018, the Ballmer Group responded to the SIF challenge match opportunity, investing $500,000 to bring our model to Los Angeles as a foster care prevention and intervention strategy. Now, the LA County Department of Mental Health is investing $2.1 to expand the LA chapter to serve youth in the Antelope Valley area of LA County.
SCALING PLAN: STRATEGY #1 – SCALE NEW AND EXISTING CHAPTERS

National Support: In addition to challenge matches, National provides extensive support to new and existing chapters.

- **Collaborative Fundraising**: To become a chapter or launch a new location through an existing chapter, seed capital of $850,000 to $2,000,000, committed over a 3-year period, needs to be in place, depending on the size of the city. National provides strategic guidance and resources to engage investors, and receives sustainable revenue for this work through chapter fees and revenue sharing agreements.

- **Program Training and Fidelity**: National provides extensive train-the-trainer and ad-hoc support to staff on our Friend roles, child selection process, staff supervision model, shared program database and reporting systems, and fidelity management. This is monitored through program fidelity agreements, annual organizational and program fidelity audits, and our Program Performance Scorecard System, which incorporates an overall organizational dashboard and program-specific scorecards.

- **Research and Evaluation**: We are currently engaged in a cross-site implementation evaluation conducted by ICF, funded by SIF. Findings from this study are our roadmap for how to continue to build capacity in this data-driven performance management system so that new sites are able to localize their work as they scale with fidelity. Findings to date include: (1) helpful community-based staff recruitment strategies; and (2) recommendations for new approaches to Friend trainings, support and supervision that integrate more role playing, and mentorship by experienced staff members.

- **Leadership Development**: We regularly convene network leadership via monthly calls for Executive, Program, and Development Directors respectively, as well as monthly operations calls, quarterly calls for network Board Chairs, and semi-annual meetings for leaders, with one annual network Board Chair and Executive Director summit. Network leaders are encouraged to lead conversations, collaboratively problem-solve, and share learnings to benefit all youth and families in the network. Main topics of conversation for leaders include: sustainable fundraising, balancing fidelity and innovation, responding to individual community issues, and leadership development.
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 the other people in our youth’s families, impacting the family system. 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 pilot is being led by our LA and NY chapters, where we are broadening our scope of service to enhance support to siblings and parents/caregivers. We are partnering with community-based organizations serving parents who have experienced foster care 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 and attachment between parents and children
- Strengthened social connections in community for 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, 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.
SCALING PLAN: STRATEGY #2 – SCALE 2GEN INNOVATION

National Support:

- **Collaborative Fundraising:** National is overseeing and facilitating funding partnerships for the pilots and roll-out of our 2Gen innovation to our entire network. Initial funding for the pilots came from the Conrad N. Hilton Foundation. The LA Chapter also received funding from LA County to leverage this innovative approach as they establish a new site in the Antelope Valley area of LA County.

- **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.

  Third-party evaluation, supported by the Conrad N. Hilton Foundation and led by the University of Washington’s Social Development Research Group, will test whether the Friends of the Children 2Gen approach strengthens family stability, builds stronger networks of family support, improves system access and navigation skills, and creates opportunity for school and career success for both youth and their parents.

- **2Gen Expansion:** Leveraging the 2Gen community of support, which includes our pilot sites and external partners like the Aspen Institute’s Ascend Network, National will lead the roll-out of our 2Gen innovation across all sites in the Friends of the Children network. While the pilot is focused on selecting youth along with their caregivers who experienced foster care, we anticipate the 2Gen approach will add value to all caregivers, given our knowledge of demographics for families facing the greatest adversities.

2GEN CASE STUDIES:

**Transforming the Lives of 2 Generations**
Through our 2Gen pilot, the LA chapter partnered with the LA Child Guidance Center to select and invite 5 children and their caregivers (a combination of parents in foster care and grandparents), to join our program. Part of our selection rubric includes assessment of mental health needs for all potential program participants. In this case, the LA Child Guidance Center was already providing mental health services to all of the 5 children and their families.

Most mental health cases like these stay open for 18-24 months. However, we found that in the case of our youth and caregivers, having a Friend made a significant difference: the mental health of both children and caregivers improved, and the cases were closed within 6 months.

**The Friend Role: Navigation**
The LA chapter began serving a parenting foster youth and her son who face significant obstacles. While the parent was already being served by other agencies for basic needs, the Friend identified another level of need. Now, both mom and son are receiving extra support outside the general purview of transition-age youth agencies. For example, the Friend connected the parent to the Education Rights team at Alliance for Children’s Rights, where the child was tested for and diagnosed with ADHD. Now, the family is being provided with an attorney to ensure our program youth has extra support in the classroom.
SCALING PLAN: STRATEGY #3 – SCALE 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. 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 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 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.

SYSTEMS CHANGE CASE STUDY:

Prevention and Intervention for Foster Care
In 2014, the Portland Children’s Levy, a municipal funding partner, approached our Portland Chapter about partnering with the Oregon Department of Human Services to select children directly from foster care. At the same time, we began selecting children from foster care through our Tampa Bay Chapter, and have since rolled out this partnership practice across our network. Since then, we have scaled our child welfare partnerships to 9 different jurisdictions. Significant funding from private foundations and these regional and federal public funders have allowed us to enhance programming and learn more about how Friends of the Children can support system transformation while also improving outcomes for the children and families most impacted by the child welfare system.
SCALING PLAN: STRATEGY #3 – SCALE COLLABORATIVE PARTNERSHIPS THROUGH SYSTEMS CHANGE

National Support:

- **Measuring Impact:** Through our ETO database and support for Memorandums of Understanding (MOUs) and contracts that are outcomes-based, National works with chapters and third-party evaluators to ensure that the administrative outcomes that public systems are seeking are being measured, and that opportunities for rapid-cycle improvement in our work is being advanced.
  - For example, accessing school data to demonstrate improved attendance and reduced school suspension for youth of color in our program, fewer school transitions for youth in foster care, or accessing juvenile justice data to demonstrate reduced juvenile justice system involvement for youth who’ve experienced foster care.
  - Foster Care example: 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.¹⁹

- **Expansion and Systems Change:** National works closely with chapters to provide opportunities for the entire community to benefit – learning about our results and how we are impacting systems. We are committed to sharing our evidence and applicable aspects of our model, innovations, and collaborative partnership approaches with other nonprofits, community champions, and diverse sector leaders to amplify our results. This is further elucidated in our strategic communications plan on page 27.

- **Establishing Collaborative Partnerships:** In both LA and NY, 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. National is a close partner to each chapter, collaborating to build relationships and develop working agreements. National’s support in developing these partnerships is highly individualized to each community.

- **Equity in Innovation:** Our program participants engage in both service planning and decision-making, resulting in highly individualized plans and services. Youth and parents/caregivers provide informal, ongoing feedback and annual, formal feedback. Their input is used to direct our scaling strategies where we can advocate for their needs through our public partnerships, effectively changing systems multi-directionally.


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“We know that children who have been involved in foster care, through no fault of their own, experience significant trauma that can have a devastating and lifelong mental health impact. 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 wellbeing of LA County children and families. We are thrilled to partner with Friends – LA.”

Jonathan E. Sherin, M.D., Ph.D., Director of the LA County Department of Mental Health
SCALING PLAN: COMPETITIVE ADVANTAGES AND BARRIERS TO ENTRY

COMPETITIVE ADVANTAGES

EVIDENCE-BASED MODEL
Proven, effective program model for impacting the long-term outcomes of the 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 research (RCT) study designed to identify specific needs that a child has 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 stay with youth and families for 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 EVALUATION AND INNOVATION
- Longitudinal Randomized Control Trial (RCT) study is in its 10th year
- Regular third-party evaluation, including annual evaluation to validate youth success outcomes; ICF new chapter implementation study
- 2Gen innovation approach

BARRIERS TO ENTRY

FUNDING TRENDS
- Funders and policymakers often fund short-term fixes instead of long-term solutions
- Funding targets downstream costs rather than upstream prevention programs

START-UP CAPITAL
$1-$2 million in seed funding (over 3 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 in order to be sustained

AWARENESS
Friends of the Children is still a “best kept secret”

CRITICAL SUCCESS FACTORS
(See appendix page 60 for lessons learned)

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 the community in which it is situated
SCALING PLAN: TARGET BENEFICIARIES AND CUSTOMERS

OUR BENEFICIARIES

The children we select are youth whose exposure to multiple, compounding risk factors and adverse childhood experiences (ACEs) has already begun to manifest in behavioral and other challenges in kindergarten. We work with child welfare agencies and with public schools that have a high percentage of students in poverty, with low reading and math scores, and few existing resources in the school and neighborhood.

<table>
<thead>
<tr>
<th>Risk Factors of Youth</th>
<th>% Youth Nationally(^{20})</th>
<th>% Youth in Friends(^{21})</th>
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</thead>
<tbody>
<tr>
<td>Parent did not complete high school</td>
<td>15%</td>
<td>68%</td>
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<tr>
<td>Eligible for free/reduced lunch</td>
<td>28%</td>
<td>90%</td>
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<tr>
<td>Family member incarcerated</td>
<td>4%</td>
<td>58%</td>
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<tr>
<td>Has experienced foster care</td>
<td>0.5%</td>
<td>44%</td>
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<tr>
<td>Born to teen parent</td>
<td>8%</td>
<td>80%</td>
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</tbody>
</table>

Of all youth in our network, 42% experience abuse/neglect, 51% experience parental substance abuse, and 54% are food insecure. Over 40% of our youth experience foster care, and we estimate that 100% are at risk of entering the child welfare system.

OUR POTENTIAL CUSTOMERS

Both our beneficiaries and customers are based on prioritizing two of our values: Put Children First, and Demand Equity. Specifically, we acknowledge the disproportionality and disparate systems impact on communities of color. The majority of our youth identify as people of color: 42% identify as Black/African American; 21% Hispanic/Latinx; 20% Mixed Race/Other; 14% White, 2% American Indian/Alaskan Native; and 1% Asian.

Broadly, programs and policymakers that desire to extend services and/or wish to improve outcomes for youth and families facing the highest risks are our potential customers. We work with the government, the private sector, and academia (through evaluation) to create systems change. Our model is proven to work at the individual level with results that cross public system boundaries (education, juvenile justice, public health). By partnering and investing in our model, interconnected systems empower people in poverty to achieve success.

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## SCALING PLAN: STRATEGIC COMMUNICATIONS AND MARKETING PLAN

<table>
<thead>
<tr>
<th>Goals</th>
<th>Strategies and Tactics</th>
<th>Affinity Sectors</th>
<th>Examples of Audience Groups</th>
</tr>
</thead>
</table>
| Build public will and awareness of Friends of the Children as a scalable, data-driven and sustainable model that will attract public and private funders to allow current chapters to expand on the regional level | • Present our model and evidence to relevant affinity groups  
• Seek out thought leadership opportunities for National and chapter leaders  
• Generate media coverage that demonstrates our community impact  
• Share lessons learned in scaling nationally through speaking engagements and strategic earned media opportunities  
• Seek out strategic corporate and organizational partnerships that will raise awareness about our model  
• Influence editorial coverage on issues affecting the youth and families we serve through op-eds and editorial board meetings  
• Share success stories of our youth  
• Support chapters in developing communications plans  
• Generate media coverage in target expansion cities to identify local champions | State Agency Leaders  
Social Entrepreneurs  
Providers/Other nonprofits  
Collective Impact  
Conveners  
Target Reporters/Media Outlets  
B-Corps  
Community Resource and Service Providers  
Impact Investors  
Evidence-Based Mentoring Organizations | California Child Welfare  
Evidence-Based Clearinghouse  
National Grade-Level Reading Campaigns  
Productive Parent-Teacher Partnership Project  
Leap Ambassadors  
Attendance Works  
MENTOR  
CASA  
Corporate Leaders  
Editorial Editors  
National Media Outlets  
Philanthropy and Social Sector Reporters |
| Grow awareness and public support for our model as a promising two-generation (2Gen) innovation to leverage private and public funds to empower more families to achieve upward mobility | • Present/speak at conferences/large meetings with thought leaders in the 2Gen space  
• Share success stories of entire families who have benefited from having a Friend in their child’s life  
• Develop issue briefs and publications that show our research findings and demonstrate our 2Gen impact  
• Publish op-eds and meet with editorial boards to discuss how our model can support entire families | Collective Impact Conveners  
University Evidence-Based Practice (EBP) and Policy Forums  
Target Reporters/Media Outlets  
Impact Investors | Ascend 2Gen Network (Aspen Institute)  
Social Venture Partners  
Social Impact Exchange  
Sorenson Impact Center |
| Establish Friends of the Children as a promising solution to providing a continuum of care for youth facing the greatest obstacles, thus allowing us to leverage current and new public funding streams and partner with public agencies to create systems change | • Present/speak at conferences/large meetings attended by public funders and public agency leaders  
• Share our long-term outcomes that create systems change (e.g., foster care prevention/intervention, juvenile justice avoidance, education attainment)  
• Build relationships with local, state and federal elected officials to advocate for current and new public funding streams  
• Invite key federal and state agency leaders with executive-level decision-making to one-on-one meetings to discuss potential for partnership  
• Publish research and issue briefs demonstrating our impact on systems change and share success stories | Social Entrepreneurs  
Policy Advocates  
State Agency Leaders  
Systems Change Investors  
Elected Officials  
Advocacy Coalitions  
University EB and Policy Forums  
Collective Impact Conveners | Human Services, Education, and Juvenile Justice Agencies; OJJDP, ACF, SIF  
Members of Congress, State Government Leaders and Legislators  
National Child Welfare Evaluation Summit  
Results for America’s Moneyball in Government  
Washington State Institute for Public Policy  
Family First Prevention and Services Act Clearinghouse |
**SCALING PLAN: GROWTH PLAN**

<table>
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<tr>
<th>Scaling Strategy</th>
<th>2020</th>
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<td><strong>Scale New and Existing Chapters</strong></td>
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<td><strong>Youth: 2,725</strong> locations: 21</td>
<td><strong>Youth: 3,125</strong> locations: 23</td>
<td><strong>Youth: 3,550</strong> locations: 24</td>
<td><strong>Youth: 4,000</strong> locations: 25</td>
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<td>- Add 7 new locations</td>
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<td>- Provide National matching grants and</td>
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<td></td>
</tr>
<tr>
<td>- Hire Lobbyist in Washington, DC</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Secure additional funding to support</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>RCT study and other evaluations</td>
<td></td>
<td></td>
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</tbody>
</table>

*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.*
SCALING PLAN: ENSURING OUTCOMES AND IMPACT

Friends of the Children is a data-driven organization with a strong commitment to research and evaluation. Our National Research, Evaluation and Fidelity Committee is comprised of national experts in the mentoring and prevention programs (see appendix page 57) overseeing evaluation of program efficacy and fidelity. This committee partners with our National Director of Research and Strategic Impact, National Chief Program Officer, and Chief Executive Officer to oversee:

- **Impact Evaluation of Child Outcomes**: Third-party evaluators assess children’s outcomes annually.

- **Major Studies on the Model**: This includes the longitudinal RCT study and the Annie E. Casey Foundation qualitative study.

- **Process Evaluation of Scaling Strategies**: We continually monitor and evaluate all 3 scaling strategies:

  #1 Scale New and Existing Chapters:
  Each chapter has a 3-year strategic growth plan and reports progress through:
  - Bi-annual organizational dashboards
  - Bi-monthly reports to the National Board of Directors
  - Monthly one-on-one calls with the National executive leadership team.

  #2 Scale 2Gen Innovation:
  We are being evaluated by the University of Washington’s Social Development Research Group; the study is focused on the implementation of our 2Gen pilots in NY and LA. In addition, ICF is developing a caregiver survey. A 2Gen working group with National, NY, and LA leaders meets regularly to assess progress; this group will expand and continue as we roll out the 2Gen innovation across the network.

  #3 Scale Collaborative Partnerships through Systems Change:
  This strategy is evaluated based on growth in the number of partnerships and sustainable public funding investments. In the long-term, we expect to see reduced need for systems involvement and increased effectiveness of public systems.
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. Upon finding him wandering the streets alone, a police officer helped Duncan find them – at a bar. After persevering through a difficult childhood without anyone by his side, Duncan promised himself that if he ever acquired the resources to do so, he would help children triumph over great adversity. And Duncan did achieve great success: he became a lawyer and CPA, and made his fortune as an entrepreneur, building a timber investment firm. During his time working with youth involved with the justice system, Duncan realized his work was reactive. He wanted to be part of a proactive solution. 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.

CURRENT SIZE AND REACH
We now have a national network of Friends growing to serve thousands of youth across the country and we are growing our impact specifically with children in the foster care system. The network is made up of a National Office that supports Friends of the Children chapters across 18 locations including 4 sites in Oregon (Portland, Gresham, Klamath Basin, and Central Oregon); 3 sites in California (Antelope Valley, Los Angeles, and San Francisco); Austin, TX; Boston, MA; Charlotte, NC; Chicago, IL; Fargo, ND-Moorhead, MN; Harlem and the South Bronx, NY; Seattle and Southwest WA; Tampa Bay, FL; and Cornwall, United Kingdom.

FRIENDS OF THE CHILDREN IS WELL-POSITIONED TO SUCCESSFULLY SCALE
- Experienced in scaling from the founding chapter in Portland to 18 diverse locations across the country (including New York, Los Angeles, and Chicago)
- Developed a $28 million annual operating network of local chapters
- Focused on systems change through prevention and intervention of foster care
- Ensured sustainability through a recently launched $25 million National endowment campaign with $9 million raised through 2019
- Codified and implementing a model of impactful outcomes for over 26 years
- Completed a $25 million National expansion campaign in under 3 years
- Launched a $50 million expansion campaign to provide catalytic investment matches to new communities
- Recruited a talented team of staff and board members at National and at local chapters

LEADERSHIP TEAM AND GOVERNANCE STRUCTURE
Friends of the Children has strong and consistent leadership. Terri Sorensen, CEO, has led Friends of the Children for 16 years. The experienced staff includes: Erinn Kelley-Siel, Chief Officer of Expansion and Policy; Abby Weast, Chief Operations Officer; Carmi Brown, Chief Program Officer; Susan Walsh, Ph.D., Director of Research and Strategic Impact; Cheryl Jones, Human Resources Director; and Sue Dearborn, Controller. Each chapter has a strong Executive Director, leadership team, and a local board of directors, focused primarily on fundraising and delivering program quality in their communities. The network is governed by a 25-member National board of directors with expertise in law, finance, non-profit and business strategy, healthcare, and youth services. Board members with strategic planning expertise also have skill in scaling programs and businesses. The committees include: Governance and Nominating; Audit; Strategic Planning; Government and Public Policy; Research, Evaluation and Fidelity; and Development.
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 25 locations and impact 14,000 youth and families by 2025 with a long-term role model in their lives, Friends of the Children must secure $50 million to: (1) provide challenge match grants to establish new Friends of the Children chapters and expand existing chapters; (2) hire key National staff, including a lobbyist in Washington, DC, additional fundraising support, and added program management to provide leadership for our expanded network of chapters; and (3) build evidence through our longitudinal RCT study and other evaluations on youth and families, to inform the field and systems leaders. 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
Friends of the Children has a donor retention rate of over 80% that includes high-net-worth individuals, foundations, and corporations. Current funders include: the Office of Juvenile Justice & Delinquency Prevention (OJJDP), Social Innovation Fund, LA County, City of Portland, Michael Jordan, The Pinkerton Foundation, King Philanthropies, Conrad N. Hilton Foundation, Cambia Health Foundation, AT&T, the Hearst Foundations, the Stand Together Foundation, and Ballmer Group. We currently have $9 million in National endowment commitments to support National sustainability. Past foundation funders include: The Edna McConnell Clark Foundation, Robert Wood Johnson Foundation, the Robin Hood Foundation, and the Kellogg Foundation.

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, in Portland and Seattle, municipal tax levies dedicated to children’s programs invest in Friends as a mentoring and foster care intervention; in Texas, the state legislature appropriated general fund money to an Austin chapter foster care reunification pilot project; in Boston, district-level education funds focusing on homeless youth are being invested in the chapter; in Oregon and Florida, local leaders have leveraged IV-E waiver and TANF dollars for foster care prevention and intervention; and in all of our communities, we have been able to access OJJDP dollars 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.

Given our national network experience in raising over $28 million per year in revenue with anticipated consistent growth, and early completion of our recent $25 million expansion campaign, we are confident that we can secure the $50 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 pages 38 - 49, and Organizational Chart in appendix page 50).
# Financial Plan for Scaling Initiatives: Network Projected Budget and Sources of Support

## Pro Forma Financial (Consolidated – Chapters Included)

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
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<td>FY24</td>
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*Children & Family Served includes scaling to expand the number of youth served and the siblings and parents/caregivers served through our 2Gen Innovation.

---

**Consolidated Revenue and Expenses for National & Chapters**

### 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.
- **Foundations**: Foundation funding has been supportive of growing chapters and being leveraged as matching funds to access public dollars.
- **Corporations**: There is more opportunity to increase funding through national corporate partnerships.
- **Government**: Public funding has come from NIH, OJJDP, and SIF. Foster care and 2Gen expansion in several chapters is supported by state/federal child welfare and other municipal funding (e.g. LA County’s $2.1 million investment for expansion). Our goal is to grow public funding partnerships significantly.
- **Endowment**: National, and the Portland and Klamath Basin 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 salaried professionals working with 8-12 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 database. Direct expenses account for 86% of the budget.
- **Research**: Costs involved with third-party evaluations and RCT study.

### 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 only 25% of revenue comes from government agencies.**
- **Capital includes adding National staff positions to build capacity, challenge match grants, and RCT study costs and sharing our evidence.**
FINANCIAL PLAN FOR SCALING INITIATIVES: NATIONAL PROJECTED BUDGET, SOURCES/USES OF FUNDS

PRO FORMA FINANCIAL (National Operating)

<table>
<thead>
<tr>
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<th>FY20</th>
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<th>FY23</th>
<th>FY24</th>
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<th>Total</th>
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<td>Staff FTE</td>
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<td>Revenue &amp; Expenses</td>
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<td></td>
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</tr>
<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Individuals</td>
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*Chapter revenue includes: Chapter Revenue Sharing, Consulting, and Annual Fees.

NATIONAL REVENUE AND EXPENSES

National funding is provided by growing individual and foundation support to create pathways for public funding partnership. Our fundraising board and staff play an important role in building relationships and offering the opportunity to invest in our youth and expansion. National supports building fundraising capacity and seeks national funding opportunities to enhance and scale the program. Chapters pay a development consulting fee to National based on funds raised through National’s efforts as part of chapter revenue sharing. New chapters pay initial fees to establish the model in their communities and provide annual fees. As we scale, sustainable revenue from these sources continues to grow.

Of the $50 million to be raised for the network, $9.5 million of investment capital will be dedicated to National to facilitate scaling across the network. National expenses include a lean staff focused on our scaling strategies. Investment capital for National includes key positions to support growth: a lobbyist in Washington, DC, additional fundraising support, and added program management to provide leadership for our expanded network of chapters.

Annually, over 60% of National’s funding is passed through as subgrants to new and existing chapters.

SOURCES/USES OF FUNDS

With our 26+ year history of raising funds to support Friends of the Children, we are confident that we can raise the $50 million through our expansion campaign. Sources of revenue include new prospects and increased support from long-time donors, individuals, foundations, government, and corporations. The funds will be used as a catalyst to scale and build capacity for expansion at new and existing chapters through our core model and 2Gen innovation, and to establish collaborative public partnerships for systems change.
RISK ASSESSMENT, MITIGATION AND CONTINGENCY PLAN

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<tr>
<th>BUSINESS AREA</th>
<th>RISK</th>
<th>MITIGATION PLAN</th>
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</thead>
<tbody>
<tr>
<td>Chapter Sustainability</td>
<td>The biggest risk is funding sustainability and fluctuation for local chapters.</td>
<td>National provides challenge matches requiring multi-year local investments; consistently monitors fiscal health and reviews financial audits; provides ad hoc 1:1 fundraising coaching to chapter leaders.</td>
</tr>
<tr>
<td>National Funding and Investment</td>
<td>Friends is focusing resources on capacity-building and expansion staff at the local and national level. Significant risks to the planned case include: failure to raise expansion investment capital and potential changes in secured government funding.</td>
<td>Engage in a feasibility analysis of every expansion effort such that new initiatives are only launched when there is adequate start-up capital, a committed anchor philanthropist, and community support. Ensure diverse national revenue sources maintain healthy public/private ratio. Continue growing endowment.</td>
</tr>
<tr>
<td>Capacity Constraints</td>
<td>As we have learned over the past 26+ years, expansion efforts are significantly staff intensive and have the ability to drain resources well before there is any commitment to enact initiatives.</td>
<td>Invest in resources by adding new fundraising positions and continue to grow peer-to-peer learning/support throughout the network.</td>
</tr>
<tr>
<td>Fidelity</td>
<td>As we expand, there are risks of dilution of quality and outcomes if the core model is not implemented with fidelity.</td>
<td>Manage this risk through frequent quality assurance and program fidelity audits, coaching, and regular third-party evaluation.</td>
</tr>
<tr>
<td>Marketing</td>
<td>Low national brand awareness.</td>
<td>Leverage existing relationships with Wieden+Kennedy, National Board, New York Times, GMMB Communications, and national researchers to grow awareness.</td>
</tr>
<tr>
<td>Program Materials</td>
<td>Protection of our intellectual property.</td>
<td>We will conduct a detailed due diligence process and have established a Memorandum of Understanding with potential new chapters.</td>
</tr>
<tr>
<td>Public Relations</td>
<td>Our long-term, salaried, professional mentoring model is difficult to distinguish from the volunteer mentoring model.</td>
<td>Develop new materials about our unique model that differentiate it from other mentoring programs.</td>
</tr>
</tbody>
</table>

CONTINGENCY PLAN

In a ‘lower revenue’ scenario, we would focus our resources primarily on a small, nimble 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 increase the number of people served by strengthening and growing existing chapters through collaborative private and public partnerships.
After graduating from Friends of the Children and receiving a bachelor’s degree from Evergreen State College, Natasha came back to us in 2012, but this time as a salaried, professional Friend. Having had firsthand experience of the impact that Friends of the Children had in her life, Natasha returned knowing that she could have the same transformative impact in the lives of children just like her. Friends of the Children has over 400 program graduates that are extending the impact of Friends of the Children in their communities.

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. Salaried, 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.
BIOGRAPHIES: SENIOR MANAGEMENT

Terri Sorensen, Chief Executive Officer
Terri Sorensen is the Chief Executive Officer of Friends of the Children, a national nonprofit that is breaking the cycle of generational poverty. As National CEO, Terri oversees strategic direction, fundraising, expansion, and evaluation for the network. Since becoming CEO in 2011, Terri has diversified funding streams and raised more than $85 million in private and public funds, opening the door for an aggressive national expansion campaign. Prior to being appointed national CEO, Terri served as the Executive Director of Friends of the Children – Portland, the founding chapter, for 11 years. Under her 16 years of leadership, Friends of the Children has been named by Portland Business Journal as the Most Admired Nonprofit in Oregon for 4 consecutive years in a row. Terri was recently selected for Results for America’s Moneyball for Government Nonprofit All-Star Team. Friends of the Children won the 2014 Social Impact Exchange business plan competition. She is a member of the Leap of Reason Ambassadors Community, a cadre of leaders who share a core commitment to high performance, and has served on the Board of Social Venture Partners and Oregon Mentors. She also received a 2012 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 is a Certified Public Accountant.

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 $50M expansion goal, 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 4 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 J.D. 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 20 years of leadership experience in operations and finance. After graduating from Bucknell University with a B.S. in Mathematics, Abby spent 4 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 M.B.A. from Cornell University. In 2012, she joined Nike – working as a Financial Reporting Director. Abby has 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.
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.

Mary Rennekamp, Chief Development Officer
Mary Rennekamp serves as the Chief Development Officer for Friends of the Children. Mary joined the Friends of the Children network in 2011 and has worked as a fundraising professional for over 15 years in both New Orleans and Seattle. She came to Friends of the Children – Seattle as the Development Director with an extensive and successful background in building diverse and sustainable fundraising programs focused on individual, corporate, and foundation strategies. Mary currently serves on the Board of Directors of Seattle Works, on the advisory committee for Amara’s STAR Mentorship program, and on the visioning task force for Washington State Opportunities Scholars to launch their new Pathways Scholarship supporting graduates focused on apprenticeships and vocational training programs.

Eric Gabrielson, Chief Expansion Officer
Eric Gabrielson grew up in Washington, DC, and attended the University of Virginia where he studied History and English. After graduating from college, he went to work with Nike’s Sports Marketing Department where he helped start P.L.A.Y. CORPS, a peace corps for sports. After 4 years with Nike, Eric started working for Wieden + Kennedy in Portland, Oregon in 2000. He worked on creative campaigns for Nike, Starbucks, Coca-Cola, and ESPN. Shortly thereafter, Eric met Friends of the Children founders Duncan & Cindy Campbell. His commitment to Friends can be seen through his time, money raised, and connections to the organization. Eric has served on the Board of Directors for Friends of Children – Portland for over 10 years, a position he has held with great pride. In 2016, Eric accepted a position as the CEO of The Campbell Foundation to help carry on Duncan & Cindy Campbell’s legacy. Now as Chief Expansion Officer for Friends of the Children, Eric partners with philanthropic and community leaders focused on bringing our model to communities across the country.

Angela Groves, Director of Strategic Impact and Grants
Prior to joining Friends of the Children National, Angela Groves sat on the board, and then served as the first Executive Director of the Klamath Basin chapter, from 2013–2017. There, Angela grew her position into a full-time role, increased revenue by 100%, led development of the first multi-year strategic plan for the chapter, expanded the number of youth served by over 70%, and raised capital funds to renovate the Kids’ Clubhouse, managing the project from conceptualization through completion. She also served on the executive committee of Klamath Promise, was Chair of the Community Police Advisory Team, and coordinated the Youth Development Network of over 100 Klamath Basin community members working in youth-service organizations. She graduated from Portland State University and is a Leadership Klamath and Ford Institute Leadership alumnus. Angela currently resides in southern Oregon.
BIOGRAPHIES: SENIOR MANAGEMENT

Cheryl Jones, Director of Human Resources
Cheryl Jones is our Director of Human Resources. She supports new chapters in hiring and developing strong and sustainable HR practices. Cheryl Jones joined Friends of the Children with more than 16 years of HR experience with a global staffing firm. Her experience includes implementing creative solutions to streamline processes, and directly improving individual and group performance and productivity. She has a people first approach and is passionate about the employee advocate perspective in implementing tools, programs and strategies. She began her career as a social worker in Louisiana, and transitioned to staffing when she moved to Portland in 2000. Cheryl volunteers locally as a Court Appointed Special Advocate (CASA) for Clackamas County. As a CASA she helps local children in foster care by working with the child, parents, guardians, social workers, and therapists to advocate for the best interests of abused and neglected children in the court system. She also serves as Vice Chair of Bridging Voices, Portland’s only Queer/Straight Alliance youth chorus. She holds a B.A. in English from Louisiana State University.

Sarah Beiderman, Director of Innovation
Sarah Beiderman joined Friends of the Children in 2012 to work with both the Portland Chapter and National Office. In 2013 she helped establish the National endowment and played a lead role in creating the business plan that won the 2014 Social Impact Exchange’s national business plan competition. As Director of Innovation, Sarah manages large projects and facilitates connections across the network to leverage resources and support growth. Her work is focused on supporting our expansion and engaging key partners to support our youth. Prior to Friends, Sarah managed the SPACES World Artists Program, an international residency program for experimental, contemporary artists engaging with communities in Cleveland, OH. She served on the Board of Directors of the National Association of Artists' Organizations and Joyful Noise Neighborhood Music School, and on the advisory board of the National Performance Network’s Visual Artists Network. Sarah holds a B.A. in Art History and Religion from Oberlin College, and an M.B.A. in Nonprofit Management from the University of Portland.

Ariane Le Chevallier, Director of Marketing and Communications
Ariane Le Chevallier has spent her 15 year career raising awareness to inspire action around some of our nation’s most pressing social issues. Her areas of expertise are in strategic communications, media relations, messaging, content marketing, social media, and thought leadership. Her career is rooted in Washington, D.C. where she spent more than a decade working for some of the nation’s largest foundations and nonprofits. Prior to joining Friends of the Children, Ariane was a media relations strategist at academic medical center Oregon Health & Science University where she was brought on to raise the national profile of the university. She generated media coverage in hundreds of national, state, and local media outlets, including The New York Times, The Washington Post, Forbes, NBC, CBS News’s 60 Minutes, and NPR. Before relocating to Portland in 2013, Ariane managed state expansion communications for Share Our Strength’s No Kid Hungry campaign in Washington, D.C., generating more than $2.5 million in media coverage. Ariane also spent 6 years at issue communications firm GMMB where she worked extensively with the Robert Wood Johnson Foundation, among other national organizations on dozens of communications initiatives. Ariane received her B.S. in Mass Communications at the University of Utah.
Susan Walsh, Ph.D., Director of Research and Strategic Impact
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. Susan is committed to ensuring that holistic, individualized K-12 support for high-needs children is an essential priority for public and private sector investment. 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, OR 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 B.S. from Georgetown University, a J.D. from Villanova University, and a Ph.D. in Special Education from the University of Oregon.

Spencer Hill, Director of Programs
Spencer Hill joined the National team in January 2019 as the National Program Director. Originally from Portland, Spencer attended Central Catholic High School, before receiving a B.S. in Interpersonal Communication with a minor in Black Studies from Portland State University. He has 15 years’ experience working with underserved youth, and 6 years’ experience working with Friends of the Children – Portland as a Friend and Program Manager.

Sue Dearborn, Controller
Sue Dearborn oversees finances for the National team and supports chapter finances through shared services. Previously, Sue spent two years in Honduras as a U.S. Peace Corps Volunteer working with female micro-entrepreneurs. She went on to work with Jewish Vocational Services teaching refugees how to start businesses, followed by time at Grant Thornton performing audits of private and public companies with a concentration in non-profits. Sue currently serves as Treasurer for the North Portland Soccer Club. She is a Certified Public Accountant and holds a B.A. in Accountancy from Saint Michael’s College.
BIOGRAPHIES: BOARD OF DIRECTORS

Greg Goodwin, Board Chair
Chairman, Wayne D. Kuni and Joan E. Kuni Foundation
Greg Goodwin is Chairman of the Wayne D. Kuni and Joan E. Kuni Foundation, one of Washington State’s largest private foundations. The Kuni Foundation funds advanced research in the diagnosis and treatment of cancer, as well as funding supported living programs for adults with intellectual delays. Greg retired in 2016 from his position as Chief Executive Officer of Kuni Automotive, a Vancouver-based network of 15 automobile dealerships in 5 states. He received his education from the University of California at Santa Cruz, majoring in Political Science. Today, Greg is active in the Vancouver/Portland metro area, currently as Board Chair of Friends of the Children National, and previously as Vice Chair of the Community Foundation of Southwest Washington, as well as board member of the Classic Wines Auction, the Randall Children’s Hospital Foundation, and the YMCA of Columbia Willamette. He and his wife, Michele, co-chaired the Great Adventure Auction for Medical Teams International and the capital campaign to build Randall Children’s Hospital. They have also worked on the campaign to build Unity Center for Behavioral Health and have served as local fundraising champions for the Friends of the Children expansion campaign in Southwest Washington. Greg and Michele Goodwin were named Philanthropists of the Year for 2017 by the Community Foundation of Southwest Washington.

Don Washburn, Board Co-Vice-Chair
Private Investor; Chairman of the Board, Amedisys, Inc.
Don Washburn has served as the Executive Vice-President for both Northwest Airlines, Inc. and the Marriott Corporation. He was Chairman and President of Northwest Cargo and Chair of Northwest Aerospace Training Corporation. Currently, he serves on several non-profit and for-profit boards, including the Portland Citizen’s Crime Commission, the Portland Citizen’s Commission on Homelessness, the Oregon Business Association, Stand for Children, and four publicly traded business corporations: LaSalle Hotel Properties, The Greenbrier Companies, Key Technology, Inc., and Amedisys, Inc. Don earned his J.D. from the School of Law at Northwestern University in 1977, an M.B.A. from the Kellogg School of Management in 1973, and his B.B.A. from the School of Business at Loyola University of Chicago in 1970. He also completed post-graduate work at the Harvard Business School, Kellogg Graduate School of Management, and the University of Chicago.

George Granger, Board Co-Vice-Chair
President, AT&T Oregon
George Granger is President, AT&T – Oregon. Before coming to Oregon, George was Executive Director of External Affairs – California where he managed a team of professionals in a 5 county area. George previously served as Director of External Affairs for Cingular Wireless where he led the company’s legislative and regulatory agenda in 8 states. Earlier in his career, George worked as an aide to California legislators at the state and federal level. George was an elected official, serving as a member of the Castro Valley School Board from 1994 to 2013. George has represented AT&T as a board member for a number of leading business and community organizations including: the Oregon Business Association, the Technology Association of Oregon, the East Bay Economic Development Alliance, the East Bay Regional Park District Foundation, and the Chabot Space and Science Center. In past years, he also served as Chairman of the United Way Giving Campaign in Alameda County and as President of the Alameda County School Board Association.
Cynthia Grant, Board Secretary
Advisor, WRG Foundation
Cynthia Grant is an advisor with the WRG Foundation, where she plays an active role in guiding the foundation’s areas of focus and identifying programs that receive support. She is the recently retired President and Co-Owner of Golf ScoreCards, Inc., a national business that serves the golf industry. Previous to this, Cynthia spent 18 years in the advertising business. She began her career as an advertising executive in New York and was a Vice-President at Ogilvy & Mather. In her last position, Cynthia was Managing Partner of the Portland office of CF2GS, a Seattle-based advertising agency that she and her business partners merged with Foote, Cone & Belding, one of the largest global agency networks in 1996. Cynthia has served on the Oregon affiliate boards of the Susan G. Komen Foundation and CASA. She currently serves on the Development & Marketing Committee of the Oregon Community Foundation. She earned her B.S. from Georgetown University in 1975 and an M.B.A. from the Darden School at the University of Virginia in 1978.

Michael Feldser, Board Treasurer
Retired Senior Vice-President and Chief Operating Officer of Food & Household Products Division, Ball Corporation
Michael Feldser is a retired executive from the metal packaging industry in which he spent 40 years. He retired in 2016 from Ball Corporation of Westminster, CO, as Senior Vice President of the company and Chief Operating Officer of the Food and Household Products Division. He served on the Executive Management Council of the company and was active in several industry trade associations in Washington, DC. During his career with Ball, Mike helped lead the company’s efforts in the areas of sustainability and diversity/inclusion. In managing the global division, Mike assisted with acquisitions that expanded the business in Europe and Mexico. He earned his B.S. degree from Miami University of Ohio in 1973 and an M.B.A. from Xavier University in 1979. Mike recently relocated to Malvern, PA.

Stephen M. Graham, Board Member at Large
Managing Partner, Seattle, Fenwick & West LLP
Stephen Graham is Managing Partner of the Seattle Office of Fenwick & West LLP, which he founded in 2008. His diverse practice is focused on the representation of emerging and established high growth companies; he has represented companies and investment banks in numerous initial public offerings, a wide variety of merger and acquisition transactions and private offerings of debt and equity. Stephen has been recognized by Chambers USA as one of the top corporate and M&A lawyers in Washington. He is also a “Super Lawyer” award recipient, 2000 – 2019, is listed in Who’s Who in America by Marquis Biographical Reference, has been recognized as one of The Best Lawyers in America, and is a member of the political science honorary, Pi Sigma Alpha. In 2019, Stephen was elected to the board of directors of Washington Federal, Inc., a bank holding company (NASDAQ: WAFD). He also currently serves on the SEC’s Advisory Committee for Small Business Capital Formation. Stephen received his B.S. from Iowa State University and his J.D. from Yale University School of Law.
BIOGRAPHIES: BOARD OF DIRECTORS

Peggy Maguire, Board Member at Large
Senior Vice-President, Corporate Accountability & Performance, Cambia Health Solutions/Regence, Blue Cross Blue Shield; President, Cambia Foundation

Peggy Maguire provides leadership and strategic direction to several key areas at Cambia, including ethics, compliance, strategic planning, corporate performance, enterprise risk management, and corporate social responsibility. She also serves as President and Board Chair of Cambia Health Foundation, where she works with a wide range of stakeholders to enhance quality and improve access to palliative care through Sojourns, the Foundation's signature program. Peggy joined the company in 1997 as an Associate General Counsel and has held several posts, including Chief of Staff to the CEO, Vice President of Legal Services, and Director of Litigation & Risk Management prior to being promoted to her current position. Previously, Peggy worked as an attorney at Garvey Schubert & Barer, and served as a judicial extern to the Ninth Circuit Court of Appeals. Passionate about the health, education and wellbeing of all children in our community, Peggy lends her time and talent to several nonprofit organizations. Formerly the Chair of the Friends of the Children National Board, Peggy is currently Chair of Start Making a Reader Today (SMART), and Executive Vice President of Doernbecher Children's Hospital Foundation Board. Peggy was honored by Dress for Success Oregon with its Athena Award in 2016. She was also recognized by the Girl Scouts of Oregon and Southwest Washington as a Woman of Distinction in 2015, and with an Orchid Award from the Portland Business Journal as a Woman of Influence in 2014. Peggy is a senior fellow of The American Leadership Forum of Oregon. She received her bachelor's degree in Philosophy and Anthropology from Lawrence University and her law degree from Northwestern School of Law of Lewis and Clark College.

Clinton Moloney, Board Member at Large
Managing Director, Sustainability Solutions - Americas, Engie Impact

Clinton Moloney is Managing Director of Sustainability Solutions for the Americas at Engie Impact. He has over 17 years of strategy consulting experience focused on helping clients frame and mobilize sustainability-driven business transformation in the U.S., U.K., Australia, and SE Asia. Most recently, he was a leader in PwC's Sustainable Business Solutions advisory team. Clinton has worked with executive leadership at multiple Fortune 500 companies. He has extensive experience mobilizing entire organizational systems, including internal (e.g., C-suite and middle management) and external stakeholders (e.g., customers and suppliers), around sustainability goals to help foster innovation. He has consulted with leading companies across a broad range of industries including health care, pharmaceuticals, agriculture, communications, finance, software, consumer electronics, and consumer packaged goods. Clinton currently serves as a Vice Chair of the Board of the Coro Center for Civic Leadership in San Francisco, a nonprofit dedicated to training ethical, diverse civic leaders nationwide. Clinton holds an M.B.A. from Stanford University, Graduate School of Business, and a B.E. with first-class honors in Chemical Engineering from the University of New South Wales.

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

Duncan Campbell's passion for helping society's most vulnerable children grew from his own experience as a youth living in a distressed area of Portland, OR. Those experiences eventually led to his founding of 4 children's organizations: Friends of the Children, The Institute for Children, The Children's Course, and Youth Resources. Early on in Duncan's career, Duncan worked with juvenile offenders and later served as a member of the Governor's Agenda for Children, as Chairman of the Multnomah County Juvenile Services Commission, and was a founding board member of Children First. In 1997 he was a delegate to the President's Summit for America’s Future in Philadelphia. As Founder and Chairman of The Campbell Group,
**BIOGRAPHIES: BOARD OF DIRECTORS**

Duncan has more than 30 years of timberland investment and forest industry experience. He holds a B.S. degree and a J.D. degree from the University of Oregon, is an attorney-at-law and a C.P.A. Duncan devotes his life to serving vulnerable children and families and has been closely involved with Friends of the Children since its inception in 1993.

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

Erica Borden Baird is a retired partner of PwC, where she was Deputy General Counsel. As a member of PwC's Office of General Counsel, Erica gave advice to leadership teams and partners around the world on matters relating to legal, reputational, and business risks, governance, and the development of global and US assurance and risk management policies and procedures. Prior to joining PwC in 1984, Erica was a litigation associate at Olwine, Connelly, Chase, O'Donnell & Weyher in New York and a staff attorney at the Securities and Exchange Commission. Erica graduated from Carnegie-Mellon University and earned her J.D. from New York University School of Law. She is a co-founder of Lustre, a blog devoted to retired career women. Erica is a member of both the New York and National Boards of Friends of the Children.

**Gary Clemons**  
**Executive Director, Friends of the Children – New York**

Gary Clemons started at Friends of the Children – Portland in 2008 as a Friend to 8 boys. He has had multiple roles from Children Selection and Special Projects Manager to supporting fundraising efforts for the Portland Chapter. Later, Gary became Friends of the Children National’s Chief Program Officer where he facilitated innovation, fidelity, outcomes, and collaboration of the program model and data across the National network. He also supported the network to grow from 8 to 15 locations during his time at National by helping raise the seed capital and building the program model to new cities. His passion for helping vulnerable youth derived from his own story as a youth who was born in New Jersey and went to high school in Inglewood, CA, that struggled to find his way but was lucky to be empowered by positive adults. Gary is excited to be back on the East Coast to lead the New York Chapter’s efforts to change the way the city addresses children impacted by the foster care and criminal justice systems by providing preventive long term solutions that have results. Gary’s past experience includes managing a project at Guide Dogs for the Blind to expand their donor, employee, and visually-impaired client pool across North America. Gary graduated from Portland State University, and has multiple Project Management certificates. He is a Leadership Portland alumnus and continues to be an incredible advocate for Friends of the Children.

**Karie Conner**  
**Vice President and General Manager, Men’s Division, Jordan Brand, Nike**

Karie Conner is Vice President and General Manager of the Men’s Division for the Jordan Brand, based in Portland, OR. She’s a graduate of Miami University in Oxford, OH, where she received her B.S. in Business Management and played for the Women’s Basketball Team. After graduation, Karie launched her career in sales in Pittsburgh, PA, where she was a Territory Sales Manager for Philip Morris U.S.A. She later moved to Cincinnati to work for Johnson & Johnson as a Pharmaceutical Sales Representative where her team received Regional Sales Team of the year for growing their territory by 35% in a highly competitive marketplace. Karie then moved to New York City to join Nike Inc. and held various roles in sales starting as a Regional Account Executive managing $9M in annual revenue and worked her way to a Strategic Account Executive on the Footlocker business which won National Sales Team of the year and managed over $1B in revenue. In 2013, Karie moved to Nike World Headquarters to assume the role of Category
BIOGRAPHIES: BOARD OF DIRECTORS

Sales Director and worked on Nike Basketball and Nike Sportswear across multiple distribution channels over the course of 3 years. Karie then returned to New York as the Strategic/Regional Sales Director for the Jordan Brand where she grew the business by 20% in 3 years. Three years later, Karie was promoted to Senior Director of Marketplace at Nike’s World Headquarters where she joined the Global Nike Sportwear Team focused on Athletic Specialty and played a pivotal role in returning that business to profitable growth. Karie has been recognized in Sole Collector by a trusted retailer for having made a significant impact on the sneaker industry for creating distribution and sales strategies in some of the most influential markets in the U.S. and across the globe.

Ellen Frawley
Partner, GMMB
Ellen Frawley, a partner at GMMB and Senior Communications Strategist, has led successful public education and behavior change campaigns that have saved lives, connected families to nutrition support, helped the uninsured gain health coverage, and assisted military service members in making smart financial decisions. Ellen’s clients have ranged from large foundations, such as the Robert Wood Johnson Foundation and the Pew Charitable Trusts, to government agencies, such as the Corporation for National and Community Service, the Consumer Financial Protection Bureau, and the USDA Food and Nutrition Service. Ellen’s work outside of GMMB includes serving as the National Director of Strategic Communications at City Year, an AmeriCorps program with thousands of young people serving full-time in communities across the United States, Europe, and South Africa. She also gained extensive experience managing public engagement efforts to raise awareness of issues affecting America’s children. She worked on the Presidents’ Summit for America’s Future and helped launch America’s Promise: The Alliance for Youth in 1998. At the US Department of Education, Ellen led an initiative to engage corporations, nonprofits, and community organizations to collaborate on education issues. Ellen is a graduate of Villanova University and lives in Arlington, Virginia with her husband and 3 sons.

Thomas Keller, Ph.D.
Duncan and Cindy Campbell Professor for Children, Youth and Families, Graduate School of Social Work, Portland State University
Tom Keller is the first Duncan and Cindy Campbell Professor for Children, Youth and Families in the Graduate School of Social Work at Portland State University. In addition, he serves as Associate Dean for Research and Sponsored Projects, Acting Director of the Regional Research Institute, and Acting Director Ph.D. Program at the Graduate School of Social Work. Tom is widely recognized for his innovative scholarship on the relationships between children and their mentors. He organizes the Annual Summer Institute on Youth Mentoring and directs PSU's new Center for Interdisciplinary Mentoring Research. He is also a consultant to the National Office of Big Brothers Big Sisters. Previously, Tom was a professor at the University of Chicago School of Social Service Administration where he earned its highest teaching award in 2003. He holds a B.S. from Stanford University, and an M.P.A. and Ph.D. from the University of Washington.

Thomas Lee
Executive Director, Friends of the Children – Los Angeles
Thomas Lee has been a driving force for creating the conditions for change for transition-aged foster youth (TAY). As a member of the Alliance of Children’s Rights (Alliance), he led the Los Angeles Opportunity Youth Collaborative (OYC), one of the 21 Aspen Opportunity Youth incentive fund communities and a member of the L.A. Compact. The OYC unites dozens of employers, youth-serving organizations, and educational institutions to
create a powerful launch pad for foster youth to overcome barriers to success. The OYC inspires partners to design a career pathway between job-ready youth and employers in high growth sectors with a wrap-around approach; it also is focused on increasing rates of high school graduation and college access and a definitive time of completion for foster youth within the largest child-welfare system in the nation. This work is codified, in part, through systems change and building enduring strategic partnerships. Prior to joining the Alliance, Thomas enjoyed over a decade leadership building of strategic partnerships, advocating and serving foster and probation youth as the Division Director of TAY for Hillsides Youth Moving On. His service broadened the scope of care and outcomes for youth, clearly evidenced by his innovation in the areas of workforce development, affordable housing, comprehensive mental health services, life skills training, and education. Thomas is an educator at his core. He taught English and World Literature in 9th-12th grades for 7 years. He is repeatedly humbled by the process of watching youth grow and succeed when they are properly inspired and supported. The guiding principle of his service has always been rooted in equity for youth to thrive. He earned his B.A. in English from Cal State Los Angeles and M.Ed. from National University.

Sharon Maghie
Retired Director, Microsoft Corporation; Co-founder, Friends of the Children – Seattle
Sharon Maghie served as a Director at Microsoft Corporation through her retirement in 2000. Sharon’s responsibilities included the design and management of Microsoft’s stock option plan, 401(k) Plan, and domestic benefit plans, as well as the management of all programs in Human Resource Operations. Under her leadership Microsoft, in partnership with Smith Barney, created and deployed the first online tool allowing employees to exercise their stock options from their desktop. In 2000 Sharon co-founded the Seattle Chapter of Friends of the Children and has been actively involved in the growth and development of this vibrant organization. Sharon has also been instrumental in her work with the Microsoft Alumni Network and the Microsoft Alumni Foundation since her retirement from the company. She has served on the boards in several capacities, and is currently Board Secretary of both organizations. Sharon graduated from the University of Washington with a B.A. and a master’s degree in Public Policy.

John Miner
Managing Director, Pivotal Investments
John is a venture capitalist and a managing director at Pivotal Investments, focused on investing in companies developing clean technologies for the sustainable economy. He is the former President of Intel Capital, Intel’s strategic investment arm, and was an Intel Corporate Vice-President. Prior to leading Intel Capital, John was instrumental in facilitating Intel’s entry into new market segments as an Intel Vice-President and General Manager of the Communications Products Group, the Enterprise Server Group, and General Manager of Intel's desktop motherboard and PC building-blocks business. He joined Intel in 1983. John is a former director of the board of LSI Corporation and currently serves on 3 private boards, in addition to numerous community activities. He holds a B.S.E.E. from Tulane University and M.B.A. from the University of Oregon.

Henry G. Morriello
Partner, Head of Structured Finance & Transportation Finance, Arnold & Porter LLP
Henry Morriello is a partner and Head of the Structured Finance Practice and Transportation Finance at Arnold & Porter, LLP in New York City. Henry represents clients in US and international term securitization and commercial paper conduits involving residential and commercial mortgage loans, corporate loans, equipment leases, student loans, aircraft loans and leases, auto paper, trade receivables, home equity loans, intellectual property
royalties, and esoteric assets. He has represented global financial institutions in groundbreaking governmental financial assistance transactions, troubled financial asset portfolio sales, and liquidations. He has been active in representing investment funds and financial institutions in the purchase and financing of financial assets. Henry is a frequent lecturer at conferences across the country and abroad on topics that include asset/mortgage securitization, structured product workouts and restructurings, transportation finance, real estate finance, and alternative investments.

Bryan R. Parker
CEO and Co-founder, Legal Innovators
Bryan Parker is CEO and Co-Founder of Legal Innovators. As CEO, Bryan is responsible for all aspects of running the day-to-day business, including helping clients find innovative solutions in an efficient and cost-effective manner. Prior to Legal Innovators, Bryan most recently served as the CEO for a venture backed technology company in California. Previously, at Affinity Media, he took a money losing operation and helped grow it into a $200 million thriving enterprise with operations in the United States, China and Korea. While at Affinity Media, he also led a $60 million round of financing and completed three M&A transactions. He headed the Internal Growth and Real Estate operations at DaVita, a Fortune 500 company. His division was a $400 million business and underperforming when he first took it over. After four plus years under his leadership, the division had grown to more than $800 million in revenue with an attractive profit profile. Bryan served as Commissioner with the Port of Oakland, and as Chair of Oakland's Workforce Investment Board, a Member of the California at Berkeley Alumni Association, a Trustee on the Board of Holy Names University and a Board Member of the 100 Black Men of America (Bay Area Chapter). He is a member of the service fraternity, Alpha Phi Alpha. Bryan holds a BA in Political Science and Economics, with honors, from the University of California at Berkeley where he was a Student Senator. He also holds a JD from the NYU School of Law, where he was President of his class. He is admitted to practice in California and New York.

Dan Saltzman
Retired Portland City Commissioner
Dan Saltzman has recently retired from his fifth term as a Portland City Commissioner. In his nearly 25 years of public service to Multnomah County and the City of Portland, he has been the Commissioner in Charge of over 15 city bureaus and offices. He most recently oversaw Portland Fire & Rescue, Bureau of Emergency Communications, Portland Children's Levy, and the Gateway Center for Domestic Violence Services. Dan was born and raised in Portland, OR. He graduated from Beaverton High School, received a B.S. from Cornell University, and an M.S. from the Massachusetts Institute of Technology. He spent many years in the private sector as the principal in an environmental engineering firm. He also served as a staff assistant to Congressman (now Senator) Ron Wyden. Dan also serves on the Board of Directors for Portland Community College and for Bridge Meadows. Dan's focus continues to be the well-being of our children and families.

Bruce Schoen
Retired Chief Financial Officer, Anthem Memory Care
Bruce Schoen, now retired, was the Chief Financial Officer of Anthem Memory Care providing operational and programmatic support to the company. He actively participated in setting Anthem's financial strategy as well as overseeing the accounting staff and providing leadership in financial administration, business planning and budgeting activities, as well as risk management and human resources. Prior to his semi-retirement, Bruce was
the Executive Vice President and Chief Financial Officer of Encore Senior Living, which operated 15 senior living communities throughout the country. He was a founding member of Encore and serves on its Board of Directors. Bruce has over 35 years of experience in the senior living and health care industry. Prior to the formation of Encore, Bruce served as Senior Vice President of Brim, Inc. (Encore’s predecessor company) and directed the implementation of strategic acquisition plans to acquire hospitals, senior living facilities, and other health care related facilities. Bruce has a B.A. in Economics from Stanford University and an M.B.A. degree in Real Estate and Urban Land Economics from the University of Oregon. He is married with 3 children and 5 grandchildren.

David Shapiro
CEO and President, MENTOR
David Shapiro is the CEO of MENTOR: The National Mentoring Partnership, the unifying champion for expanding quality youth mentoring relationships. MENTOR was founded 25 years ago to build and activate a youth mentoring movement. Since then, the number of mentoring relationships has grown from 300,000 to more than 4 million. Under David’s leadership, the organization has been highlighted by the Social Impact Exchange, the Stanford Social Innovation Review, and Grantmakers for Effective Organizations, and was selected by the US Department of Justice to establish and operate the National Mentoring Resource Center. In 2014, MENTOR’s report, The Mentoring Effect, found that 1 in 3 young people reach adulthood without a mentor. MENTOR’s strategy to close that gap incorporates policy expertise and advocacy, public awareness and mobilization. The organization bridges research to practice, and develops and delivers standards, training and tools in collaboration with its national network of affiliate Mentoring Partnerships. David was previously the CEO of MENTOR’s Massachusetts affiliate, Mass Mentoring Partnership, and he has held positions with the US Golf Association Foundation and the American Red Cross of Massachusetts Bay. He chairs the Mass Nonprofit Network board and serves as a volunteer leader with America’s Promise Alliance and National Human Service Assembly.

Shane Wall
Chief Technology Officer and Global Head of HP Labs, HP Inc.
Shane Wall is the Chief Technology Officer and the Global Head of HP Labs. In this role, Shane drives the company’s technology vision and strategy, new business incubation and the overall technical and innovation community. Shane has been at HP for over 10 years, spanning 2 waves a decade apart. He has held engineering and management roles leading peripheral development, ASIC development, embedded systems, product, and platforms, before moving to Intel. At Intel, Shane spent over 10 years as an executive in the areas of corporate technology, channel platform solutions, and mobile communications. He was also directly responsible for ventures and investments during his time with Intel Capital. Shane holds a passion for the start-up community and is an active angel investor, serving on several startup and technology boards. Shane was the cofounder of venture-backed PrintPaks, a pioneer in multimedia imaging. He is a graduate of the Kellogg School of Management, Northwestern University and has a B.S. in Computer Engineering from Oregon State University. He holds multiple patents in the image and computing area. Shane is based in Vancouver, Washington.

Vanessa Wilkins
Founder, Future School Lab
Vanessa Wilkins is an expert on sparking and scaling innovation in schools everywhere so that all kids can be prepared for their future. She consults with funders and organizations focused on innovation in education and youth development. Most recently, Vanessa served as North America Community
BIOGRAPHIES: BOARD OF DIRECTORS

Impact Director at Nike, leading a statewide education initiative in Oregon, managing key national and local partnerships, and engaging Nike leaders to innovate in education. Her work re(launching) and implementing the Nike School Innovation Fund was recently documented in a Harvard case used to teach shared value and scaling impact in a joint program between the Harvard Graduate School of Education and Harvard Business School. Prior to Nike, Vanessa co-founded Partners in Scale, a consulting firm to mission-driven organizations, where she worked with innovative education models in developing countries, conducted a study on charter school funding in Oregon, and advised global NGO’s on organizational development. Previously, she served as VP for Worldwide Human Resources at EF Education and Managing Director at Friends of the Children, where she now serves on the National Board of Directors. She also worked in Venezuela for Empresas Mendoza. Vanessa received a B.S. from Boston University and an M.B.A. from Harvard.

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

DJ Wilson is the founder of DJ Wilson Consulting specializing in executive and life coaching, strategic communications and leadership training. Wilson is a veteran media professional with four decades of media experience including nearly two decades in general management of publicly traded broadcast stations in multiple markets. Most recently, Wilson was the president and general manager of the TEGNA owned media operating unit in Portland, Oregon; the KGW Media Group, a position she held from 2007–2018. Wilson is a past Board Chair (2016-2017) of the Portland Business Alliance (the combined business economic development group and Chamber of Commerce for Portland, OR). Wilson is also a past chair of the Oregon Association of Broadcasters, the Classic Wines Auction (a Wine Spectator top ten wine auction) and the Edward R. Murrow Professional Advisory Board at Washington State University where she also served two terms on the Board of Governors. Wilson also chaired the board for Farestart in Seattle, WA. Wilson holds a bachelor’s degree in communications from the Edward R. Murrow College of Communications at WSU and has completed several masters’ level classes in Communication Leadership at Gonzaga University.
ORGANIZATION CHART

Chief Executive Officer
Terri Sorensen

Board Liaison / Executive Assistant
Heather Scheifer

Administrative Specialist
Kelsey Riordan

Chief Program Officer
Carmi Brown

- Director of Programs
  - Spencer Hill

- Director of Research & Strategic Impact
  - Susan Walsh

  - Database Administration Manager
    - Holly Hulliet

  - Database Support Specialist
    - Erin Wellington

Chief Officer of Expansion & Policy
Erinn Kelley Siel

- Director of Strategic Impact & Grants
  - Angela Groves

- Director of Marketing & Communications
  - Ariane Le Chevallier

  - Digital Marketing Manager
    - Ashlan Glazier-Anderson

  - Marketing & Communications Intern
    - Megan Rouse

Chief Expansion Officer
Eric Gabrielson

Chief Development Officer
Mary Rennekamp

- Database, Project Implementation & Grants Manager
  - Emily Nestor

Chief Operating Officer
Abby Woest

- Director of Innovation
  - Sarah Beikerman

  - Director of Human Resources
    - Cheryl Jones

  - Senior Accountant
    - Rachel Howell

  - Senior Accountant
    - Brock Nunn

  - Accounts Payables Specialist
    - Ednaly Jimenez-Gomez
RELEVANT RESEARCH STUDIES: LONGITUDINAL RANDOMIZED CONTROL TRIAL STUDY

The current longitudinal randomized control trial (RCT) study of our model was launched in 2007. The National Institute of Mental Health funded critical pilot work at Oregon Social Learning Center (OSLC) that ultimately led to the award of a research grant from the Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) for the first 5-year phase of this study. The study has also received additional funding in recent years from the Edna McConnell Clark Foundation and the Robert Wood Johnson Foundation. In 2013, the Office of Juvenile Justice & Delinquency Prevention, part of the U.S. Department of Justice, invested nearly $500,000. Dr. Mark Eddy, the principal investigator of the study, is a Senior Research Scientist at New York University. Most recently, the Silver Family Foundation invested to continue the study. In 2017, the study was published in the academic journal *Prevention Science*.

Over a 3-year enrollment period, Friends of the Children chapters observed over 2,000 children attending public schools in Boston, New York, Portland, and Seattle. Teachers completed questionnaires and, using this information and a standardized rating system, Friends staff and school personnel identified the top 25% of children at high risk for and low protection against adjustment problems in adolescence. Children were then randomly assigned to either the “intervention” group (those with a Friend) or to the “control” group (those without).

A variety of standardized methods and instruments are being used to follow a range of child social, educational, and developmental milestones within 5 domains: youth/Friend relationship; child social-emotional development; child cognitive development; child identity development; and child relationships with peers, caregivers, and other adults. The first of these domains, the one-on-one relationship between the child and youth advocate, is the primary intervention process of importance in the Friends model. The other domains are outcomes hypothesized to be directly or indirectly related to the quality of this relationship. To decrease bias associated with any one informant or measure, researchers use a multi-agent/multi-method, repeated measures assessment strategy. Across time, they examine the perceptions of both program “insiders” (e.g. children, Friends) and program “outsiders” (e.g. parents, teachers, collection of school records) on measures of intervention processes and outcomes. Following a baseline assessment, participants (most frequently parents, but on a yearly basis, children and teachers) are being assessed every 6 months.

We take a long-term approach specifically because of previous evidence that highly vulnerable children are in need of greater depth and duration of relational support to make a sustainable impact on their life trajectory. The primary purpose of this study is to definitively measure the impact of our unique and promising model. Therefore, the longitudinal nature of the study is essential to accomplishing this purpose. Study participants are currently in 10-12th grade, and differences between the groups are expected to emerge as they enter adolescence. We are currently seeking funding from NIH and private philanthropy for follow-up analysis as the youth enter young adulthood.

Another purpose for the study is to address critical gaps in youth development research that must be filled to advance both scientific knowledge and public policy. Dr. Jean Grossman, noted researcher from Princeton University, stated: “[The study is needed] because of the program’s innovative approach, its apparent success in retaining youth, and its implications for policymakers and funders concerned by both high levels of negative and costly outcomes among youth, and the increasing numbers of high-risk children.”
RELEVANT RESEARCH STUDIES: LONGITUDINAL RANDOMIZED CONTROL TRIAL STUDY

Preliminary evidence of favorable effects is emerging now that the children are older and have participated in the Friends of the Children program for an average of 5 years. As reported by parents at the most recent assessment point, children who did not receive the program (i.e., the control group) were exhibiting more antisocial (disruptive, non-compliant) behavior than the Friends of the Children study participants. There is strong precedent in research that childhood antisocial behavior is an early predictor of adolescent drug and alcohol abuse, as well as other risky behaviors, like academic failure, juvenile delinquency, early sexual behavior, and dropping out of school.

The current analysis also found that parents reported participants in Friends of the Children were more likely to exhibit prosocial behavior as reflected in more positive behavior in school and a “total strength scale”, measuring domains such as family involvement, school functioning, and interpersonal skills. These trends support the theory of change for Friends of the Children, namely that long-term successful outcomes will be achieved through an intervention that builds pro-social resiliency. It should be noted that no statistically significant differences have been found to date between the control and intervention groups on assessments completed by the youth or their teachers.

KEY TAKEAWAYS FROM EARLY FINDINGS:

- 96% of parents would recommend Friends of the Children to other families
- 92% of children trust their Friend, believe their Friend makes them feel better when they are upset, and helps them solve problems
- Youth with Friends are more likely to:
  - Complete school tasks on time
  - Behave positively in school
  - Use anger management skills
  - Demonstrate sense of belonging in their family
  - Be self-confident
  - Accept a hug
- Youth with Friends are less likely to:
  - Get suspended or expelled from school
  - Be disobedient or argumentative

NEXT STEPS:

In June 2019, Dr. Kevin Haggerty and his team at the University of Washington submitted a new NIH Application for a 5 year grant, totaling over $3 million, to study program impacts on the youth participants during young adulthood.

The aims of the study are to investigate:

1. Whether Friends of the Children positively impacts the 3 primary markers of program success—avoidance of involvement in juvenile justice, graduation from high school/GED, and delaying pregnancy and parenthood into adulthood —and perceptions of well-being and self-sufficiency at the end of the program and 2 year follow-up (when youth are approximately 18.5 and 20.5 years old).

2. Whether program outcomes are related to participants’ expansion of social capital by enhancing positive social networks and reducing involvement with deviant peers.

3. Whether the dosage of program received by participants has a meaningful impact on the achievement of outcomes.
The 2019 qualitative study funded by the Annie E. Casey Foundation was conducted in order to better understand how Friends of the Children is positioned to meet the needs of children and families involved with the child welfare system.

This study addresses 2 questions:

1. How do Friends, our salaried, professional mentors, currently work with, and in turn, have an impact on, child welfare-involved families?
2. How can Friends better support child welfare system-involved caregivers and families to promote family stability, permanence, and child well-being?

The study collected data from caregivers (foster and biological), Friends, child welfare workers, and teachers. Researchers used focus groups, interviews, and online surveys to gather qualitative data on how Friends currently support children and families. This data was then analyzed and certain themes began to emerge through the pooled responses.

Specifically, 4 themes became apparent for: **How do Friends currently work with, and have an impact on, child welfare-involved families?**

1. **Advocating and Connecting**: Friends support caregivers and families in navigating complex systems and often act as the central point which connects the many providers and points of contact that child welfare-involved families tend to have. Friends help connect families with resources such as counseling, youth programs, transportation assistance, and material resources such as food and clothing.
2. **Knowledge and Skill Building**: Friends can help familiarize both the youth and their families with their rights in the child welfare system as well as other systems they may be a part of. Friends support both children and their caregivers in different types of skill-building that they may not have had previous opportunities to develop.
3. **Relational Support**: Friends seemed to offer relational support in a number of areas, specifically serving as a role model, providing consistency and continuity, supporting relationship-building with family and caring others, and emotional support and empowerment. The presence of a consistent and reliable role model not only supports the child, but also assists the caregiver in being a supportive figure in their child’s life.
4. **General Support**: A final theme was that of helping to problem-solve in times of crisis, helping both a caregiver and a child to feel like they have someone ‘on their side’ when issues arise. By going on outings with youth and supporting them to succeed educationally, Friends support the entire family, providing them with opportunities and an advocate that they may not otherwise have.
RELEVANT RESEARCH STUDIES: ICF IMPLEMENTATION STUDY

In 2017, ICF launched a new 3-year study of Friends of the Children sites that are receiving funding from our $4 million Social Innovation Fund grant award. On an ongoing basis, ICF has been evaluating the fidelity of program implementation, the progress of youth participants, and also conducting a comparison group analyses of our impact on children selected from foster care.

ICF began conducting document reviews, in-person and phone interviews, observational site visits, monthly calls with Program Directors, Executive Directors, and Friends, and examining our Efforts to Outcomes (ETO) database. Through these methods, ICF researchers are working to pinpoint the challenges to and facilitators of a number of indicators of program implementation fidelity:

- Recruiting and hiring staff
- Training and supervising Friends
- Selection of youth
- Building relationships and trust
- Addressing barriers related to race/ethnicity and language
- Activities with youth
- Fundraising

Through early findings, it is clear that both potential and current employees of Friends of the Children are dedicated to the mission of the organization and the long-term nature of the model. Staff report the frequent presence of intentional relationships throughout the network that Friends of the Children provides; not only between a child and their Friend, but also with peers, caregivers and family, school teachers and administrators, as well as other Friends of the Children staff and youth. Positive feedback surrounding training and supervising focused on the availability of a large range of low-cost/free trainings managed by committed and flexible staff, helping to facilitate communication among Friends and other program staff members.

Looking forward, ICF will continue to complete site visits to observe activities and conduct interviews with program staff. Additionally, a caregiver survey is currently underway, which will gather additional data on both program implementation and youth progress.
BREAKING THE CYCLE OF POVERTY: Social Return on Investment

In the CYCLE OF POVERTY children are born into poverty, live life in poverty, and bear children in poverty. The cycle of poverty is EXPENSIVE: The cost of each year’s cohort of US children born into poverty is estimated to be $500 billion over their lifetimes. BREAKING THE CYCLE means helping children gain the skills needed to become productive members of society and avoid the traps that will keep them in poverty.

HOW FRIENDS OF THE CHILDREN BREAKS THE CYCLE OF POVERTY
Highly at-risk children who receive 12 ½ years of intensive, professional mentoring through Friends of the Children achieve impressive and measurable results relative to similar children not served.

For every 100 FOTC graduates, society gains:
24 more high-school or college graduates;
59 fewer teen parents; and
30 fewer people getting an early start in prison and correspondingly fewer victims of the crimes they would have committed.

Members of the Harvard Business School Association of Oregon conducted a pro bono analysis to quantify FOTC’s effects on the cycle of poverty. We looked at three groups: 1) FOTC graduates, 2) their siblings and classmates, and 3) their children and grandchildren. The social return on investment (SROI) was estimated by comparing the benefits of those effects to the cost of the FOTC program.
RELEVANT RESEARCH STUDIES: SOCIAL RETURN ON INVESTMENT STUDY

THE 26.8 SOCIAL ROI IN CONTEXT
FOTC graduates experience greater educational achievement as well as decreased involvement in the justice system and teen parenting compared to similar youth that do not have access to the program. These achievements relate directly to the ability to escape the cycle of poverty. The poverty rate amongst FOTC graduates is roughly 20 percentage points below what would have been otherwise. For every 100 FOTC graduates we, as a society, would spend $5.4 million less on health costs. We would get siblings, classmates, and descendants with better role models and better lives. For every 100 FOTC graduates we produce, we gain over $340 million.

For every 100 FOTC graduates we don’t produce, society forfeits $340 million in benefits we could have had.

FREQUENTLY ASKED QUESTIONS

Where did your data come from?
• Our analysis of the cycle of poverty relied on government statistics and academic research. Some data came from our surveys of Friends, teachers, and school principals. All are documented in our full report.
• We used results from our 2010 SROI analysis of FOTC, which in turn used government statistics and academic research for its calculations of the benefits of education, avoiding the juvenile justice system, and avoiding teen parenting. It used FOTC measurements on the success of its graduates in those areas.

You’re covering a lot of years. When do the impacts come? At what age?
• FOTC’s benefits exceed its costs by age 19 for FOTC graduates, accounting for 29% of the $3.4 million total benefit. That’s because big benefits – avoiding crime and teen parenting – come early in the graduate’s life. Additional benefits, including higher earnings due to education, accrue over the graduate’s life.
• Sibling benefits (about 23% of the total social ROI) will mirror the FOTC graduate’s, offset a few years in either direction. Classmate benefits (about 18% of the total impact) come slightly later because we looked only at their education-based benefits. Descendant benefits (about 30%), obviously, come later.
• The large majority of the total benefits (over 70%) occur within the graduate’s lifetime.

What makes your numbers “conservative”?
• We used multiple methods to calculate numbers when we could. We chose to use numbers at or near the bottom of the ranges that we found.
• We didn’t do anything based on speculation. For example, it’s likely that there are positive effects of FOTC through parents, lower spending on special-education programs, impacts on mental health and substance abuse, and so on. If analyzed they would almost certainly add to FOTC’s social benefit.

ABOUT THE STUDY AND THE AUTHORS
The study was conducted pro bono by members of the HBSAO Community Partners program. Listed alphabetically, the authors are Bruce Hamilton, Christine Cruver, John “Spike” Symonds, Jon Down, Mark Chussil, and Sara Crate. You can contact HBSAO at TakeAction@hbsao.org.
RELEVANT RESEARCH STUDIES: RESEARCH, EVALUATION, AND FIDELITY COMMITTEE

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 Control Trial Study
- Qualitative study on our impact on caregivers involved with child welfare – Annie E. Casey Foundation
- Implementation Evaluation – Social Innovation Fund
- Regular third-party network program evaluation
- Program quality, fidelity, best practices and innovation

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
- Tim Cavell, Ph.D., University of Arkansas
- Mark Eddy, Ph.D., New York University
- Jean Grossman, Ph.D., Princeton University
- Kevin Haggerty, Ph.D., University of Washington
- Carla Herrera, Ph.D., Independent Research Consultant
- Charles Martinez, Ph.D., University of Oregon
- Julia Pryce, Ph.D., Loyola University Chicago
- Jean Rhodes, Ph.D., University of Massachusetts
- Renee Spencer, Ph.D., Boston University
- Sam McQuillin, Ph.D., University of South Carolina
PEER GROUP ANALYSIS

PEER GROUPS: This table describes a peer group of potential community partners for Friends: youth service programs with a large national footprint that serve children in communities with high percentages of children living in poverty.

<table>
<thead>
<tr>
<th>PROGRAM MODEL</th>
<th>Friends of the Children</th>
<th>Big Brothers Big Sisters of America</th>
<th>Boys and Girls Clubs of America</th>
<th>Communities in Schools</th>
<th>Court Appointed Special Advocates (CASA)</th>
<th>Head Start</th>
<th>Nurse Home Visit Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large national footprint</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Long-term commitment: 12+ years</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Intensive: 16+ hours mentoring/month/child</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<td></td>
<td>X</td>
</tr>
<tr>
<td>Individualized developmental plans</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Comprehensive: Spend time with youth during school, in their homes, and in the community</td>
<td></td>
<td>X</td>
<td></td>
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<td>X</td>
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<tr>
<td>Full-time, paid, professional mentors or advocates</td>
<td></td>
<td>X</td>
<td></td>
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<tr>
<td>Individualized one-on-one relationships with each child</td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Start early: Before first grade</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Formal selection process for highest risk children</td>
<td></td>
<td>X</td>
<td></td>
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<tr>
<td>Evidence of preventing school failure</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
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<td></td>
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<tr>
<td>Evidence of preventing early parenting</td>
<td></td>
<td>X</td>
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<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Evidence of preventing involvement in the criminal justice system</td>
<td>X</td>
<td></td>
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</tr>
</tbody>
</table>
EXPANSION SITE FEASIBILITY PROCESS

FEASIBILITY PROCESS FOR POTENTIAL NEW CHAPTERS:

Stage 1: Introduction
- Exploratory phone conversations between leadership
- Sharing of Friends core program aspects, ROI, and key model considerations
- Sharing of overview of criteria for establishing a new site
- Interested party visits a Friends of the Children demonstration site (meets leadership, going on Friend/child outing)

Stage 2: Research
- Criteria for establishing a new site is explored by interested party
- Friends leadership determines that criteria are or can be met

Stage 3: Agreement
- MOU is established between Friends of the Children and interested party to enter into a new relationship (create new chapter)
- National Board approves establishment of new site

Stage 4: Implementation
- Key staff is hired or identified at new site
- Key staff visit Friends of the Children demonstration sites
- Friends development, program, and executive leadership visits new site to continue training key staff

Stage 5: Refresh
- Criteria measured on regular basis – monthly Program Performance Scorecard
- Friends staff site visits conducted to evaluate implementation and fidelity, and to provide guidance through organizational development stages
LESSONS LEARNED: SCALING EFFECTIVELY

REQUIREMENTS FOR THOSE WISHING TO START NEW CHAPTERS:

IDENTITY
- Well-respected and established in their community
- Mission-alignment; matching or complementary culture

FUNDRAISING:
- Fundraise at least $850,000 - $2,000,000 up-front to support 3 years of operations
- Develop sustainable fundraising plan
- Champion(s) invested

INFRASTRUCTURE:
- Recruit/maintain at least 10 board members with strong capacity for fundraising
- Board members can give or get $10K/year
- Board makeup shows broad diversity, measured by board matrix (ex - At least one CPA, connections to various philanthropic circles, etc…)
- Friends hired using Friends of the Children process
- Effective executive director with focus on fundraising and community awareness
- Local/regional market analysis shows need and desire for Friends from: philanthropists and public funding leaders, community leaders, foster care, and schools
  - One development staff for every $500K raised
  - 3-year strategic plan

PROGRAM
- Join and consistently use the network database
- Regular third-party program evaluation
FRIENDS OF THE CHILDREN – EXPANSION TIMELINE

1993 Duncan Campbell founds Friends of the Children in Portland, OR

2000 Seattle, WA chapter established
Klamath Falls, OR chapter established

2001 New York, NY chapter established

2004 Boston, MA chapter established
Portland chapter's first graduating class

2008 NIH awards $3M for a Randomized Control Trial of the effectiveness of the Friends of the Children model

2009 Duncan Campbell is awarded The Purpose Prize
Centralized Efforts to Outcomes database is launched for all sites

2010 The Harvard Business School Association of Oregon conducts a Social Return on Investment Study and determines that every dollar invested in Friends of the Children returns over $7 in benefits to the community

2012 Treyla, based in Cornwall, UK, secures $1M in public juvenile justice prevention funding from Britain's Big Lottery to embed Friends of the Children's model within its program, officially becoming an affiliate

2013 $5M gift from Bob and Dottie King to establish a National Endowment, ensuring there will always be a National Endowment

2014 Friends of the Children wins the Social Impact Exchange's national Business Plan Competition in NYC
Eckerd in Tampa Bay embeds Friends of the Children's model within its program with a specific focus on serving children in foster care, officially becoming an affiliate
First network summit in Portland brings leadership and Friends from each site together to share best practices
New York chapter expands to second location in the South Bronx
Friends of the Children begins selecting youth directly from foster care

2015 Launched Program Performance Scorecard System

2016 Office of Juvenile Justice and Delinquency Prevention (OJJDP) invests $500,000 to support the expansion of service to foster care youth
Portland chapter expands to second location in Gresham

2017 Sites established in Central Oregon; Austin, TX; Charlotte, NC; Chicago, IL; and Los Angeles, CA
Preliminary findings from the Longitudinal RCT Study are published in Prevention Science

2018 Tampa Bay, FL chapter established
OJJDP again awards $2M to Friends of the Children to serve youth
Michael Jordan grants multi-million dollar gift to Friends of the Children

2019 18 locations serving children
Fargo, ND-Moorhead, MN chapter established
Portland chapter expands to third location in SW Washington
Los Angeles chapter expands to second location in Antelope Valley

2025 25 locations serving children
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.