

STRATEGIC PLAN SUMMARY

2021 - 2024



Throughout our 42-year history and continuing to this day, United Friends of the Children (UFC) has been driven by a passion and commitment to current and former foster youth and has served as a leader in the field. In the midst of a global pandemic that is exacerbating the traumas and inequalities facing these vulnerable children and young adults, we are more dedicated than ever to applying deep expertise, flexible approaches, and creative collaboration to help youth achieve stability, independence and self-defined success.

We also recognize that foster youth are impacted by multiple systems, so we plan to accelerate our work within the foster youth field, as well as these broader systems, to affect lasting, meaningful change for the youth served by UFC.

MISSION

UNITED FRIENDS OF THE CHILDREN EMPOWERS CURRENT AND FORMER FOSTER YOUTH ON THEIR JOURNEY TO SELF-SUFFICIENCY THROUGH SERVICE-ENRICHED EDUCATION AND HOUSING PROGRAMS, ADVOCACY, AND CONSISTENT RELATIONSHIPS WITH A COMMUNITY OF PEOPLE WHO CARE.

GUIDING PRINCIPLES

BUILD MEANINGFUL LASTING RELATIONSHIPS

Our programs focus on commitment and consistency. By forging lasting, trusting relationships with youth in our programs, we address their single most critical emotional need.

PROVIDE RESOURCES FOR A SUCCESSFUL TRANSITION TO ADULTHOOD

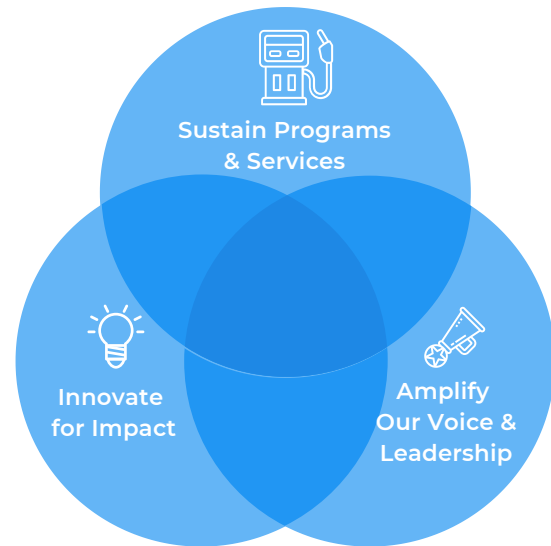
Our programs surround foster youth with positive role models, creating enduring relationships, challenging youth to better themselves, and providing safety in the form of a service-enriched housing program.

CHANGE CURRENT EDUCATIONAL OUTCOMES

By preparing more youth to graduate from high school and pursue higher education, UFC is challenging the current dismal outcomes for foster kids relative to education. Our programs dramatically increase their chances for success.



Over the next three years, we will build sustainability for our programs and services, focus on innovation that leads to increased impact for the youth we serve, and amplify our influence and leadership with decisionmakers and the broader field on behalf of foster youth.



GOAL 1

Enhance impact and ensure excellence by piloting new models and practices, strengthening key program components, and building public and private partnerships with sector peers.

- **STRATEGY A:** Explore and innovate new models and practices, and enhance evaluation strategy to assess program effectiveness.
- **STRATEGY B:** Strengthen key program components to enhance youth outcomes.
- **STRATEGY C:** Explore strategic partnerships with peer organizations that offer unique expertise or capacity to strengthen our mission in critical areas.

GOAL 2

Provide collaborative leadership on strategies to enhance resources and services in sectors impacting foster youth.

- **STRATEGY A:** Build collaborations with public sector partners that serve current and former foster youth in order to better align services and leverage collective resources to maximize impact for youth.
- **STRATEGY B:** Develop a UFC policy agenda based on a holistic view of current and former foster youth and the multiple systems by which they are impacted.
- **STRATEGY C:** Promote innovative approaches and best practices for serving current and former foster youth.



GOAL 3

Attain financial stability and sustainability with increased operating reserves and at least breakeven annual financial performance.

- **STRATEGY A:** Execute comprehensive individual giving program.
- **STRATEGY B:** Build grants management function.
- **STRATEGY C:** Develop Board of Directors and other volunteer leadership groups.
- **STRATEGY D:** Raise awareness of UFC with key audiences that can support organizational goals.

GOAL 4

Further develop operations and infrastructure to support our goals and the needs of the youth we serve.

- **STRATEGY A:** Enhance performance management system and other people priorities.
- **STRATEGY B:** Invest in technology to support both internal operations and client services.
- **STRATEGY C:** Ensure flexibility with infrastructure to accommodate changing work environment needs.

