



STRATEGIC PLAN 2022 – 2024

NYFC Mission Statement

New Yorkers for Children (NYFC) improves the well-being of youth and families in the child welfare system with an emphasis on older youth aging out of the system. NYFC provides direct educational, financial and emotional support and develops programs to fill gaps in the system in partnership with foster care agencies, community organizations, and the NYC Administration for Children's Services.



Vision Statement

New Yorkers for Children is working toward a city where child welfare organizations have an abundance of resources to care for youth and families at risk or in need of support to lead safe, healthy and rewarding lives.



Each year 700 youth age out of foster care in New York City, and many of them don't believe that college is within their future. NYFC's Signature programs help them understand that post-secondary education is attainable and ensure that they thrive, all the way through graduation.



01

Programmatic Goals & Strategies

DIRECT SERVICES



Continue to directly address the unmet educational, financial, and other needs of system-involved youth. Over the next 3-5 years, we seek to expand and deepen our work in each of our program areas: Education Programs, Youth Empowerment Programs, and Meeting Emergency Needs.

strategy 1a

Strengthen and grow **NYFC's Signature direct service programs** that focus on enrolling youth in college, supporting them through graduation, and helping them to gain the skills they need to enter the workforce feeling empowered. These programs include educational scholarships (Nick's Scholars and Spirit Award), the Back to School Package Program, our Youth Advisory Board Peer Mentoring Program, our financial empowerment program, and Emergency Grants.

1b

Identify opportunities to **design and launch new programs** to address other unmet needs, such as mental health, workforce development, housing, and other financial needs.

02

Programmatic Goals & Strategies

INNOVATIVE PROGRAMS



As a backbone institution in NYC's child welfare system, continue to support the ecosystem of organizations that serve youth in foster care.

strategy 2a

Design, pilot, and manage innovative programs with partners across the child welfare system. Current examples include the LifeSet Program (NYFC leads network of four agencies providing wrap-around support to transition-aged youth), Fair Future Learning Communities (wherein NYFC convenes monthly learning communities for youth coaches and supervisors who support youth 11-21 years old across the 26 foster care agencies), the Post-Permanency Support Program (to improve outcomes for children transitioning from foster care into permanent homes) and the Foster Youth Initiative (to identify and support grassroots organizations led by people with lived experience and people of color).

2b

Build NYFC's reputation as a thought leader that can respond to complex challenges by coordinating coalitions of partners and overseeing thoughtful program design.

2c

Continue to provide top-quality grants management for ACS. On behalf of ACS, NYFC serves as a collector and warehouse of program and impact data, provides additional in-house business intelligence, manages all grant finances, attracts supplemental private resources, and offers human capital expertise. Examples of the 32 grants that NYFC currently manages for ACS include a recent W. K. Kellogg Foundation grant for broad support to the child welfare system, the Parents Supporting Parents program to pair advocates with parents during the reunification process, and the Techlink computer science education program.

03

Resource Development Goals & Strategies

STRATEGIC GROWTH



Secure larger multi-year funding sources, from government grants and foundation sources. Make strategic decisions about new programs and grant obligations, to expand impact while reducing the relative administrative burdens.

strategy 3a

Build NYFC's relationships with **New York City elected and appointed officials, and pursue city funding streams** (including City Council discretionary funding and other city grants). Fall 2021 brought a change in mayoral administration and a shift to the political left within the 51-member New York City Council. NYFC should act quickly to educate key city stakeholders about NYFC's programs and develop champions for NYFC's work.

3b

Build awareness of opportunities and pursue grants from **state and federal funding agencies** (e.g., Administration for Children and Families).

3c

Make **strategic decisions about funding sources**, relative to NYFC's administrative capacities. Ensure future government and foundation grants fully fund NYFC's actual costs.

04

Resource Development Goals & Strategies

RAISE FUNDS



Ensure the long-term stability of program funding, by raising increased unrestricted funding and eventually, planning to launch a capital campaign for endowment funds. Over the next 3-5 years, NYFC must build development capacity and its donor pipeline, to expand unrestricted funding in the short-term and eventually launch a fundraising campaign that will greatly improve financial sustainability.

strategy 4a

Develop a **marketing and rebranding plan** to raise awareness and attract more individual donations.

4b

Build the foundation for an **endowment campaign**, starting with the **heartfelt stewardship of NYFC's individual donor base**. Eventually, endowment growth will generate annual returns to provide a more sustainable funding stream for NYFC programs – and most specifically, for our signature scholarship programs and Back to School packages. Our 5-6 year goal will be to raise a \$5 to \$10 million endowment to meet NYFC's current need and demand.

05

Operational & Infrastructure Goals & Strategies

BUILD INFRASTRUCTURE

Prepare NYFC's organizational infrastructure for further growth and responsiveness to the youth we serve.

strategy 5a

Enhance the **infrastructure of NYFC for tracking and reporting on program data** across all grants and projects.

5b

Enhance NYFC's **capacity for trauma-informed, emotionally-responsive interactions** with each other and with the youth we serve.

5c

Add internal **grants and program management capacity**.

5d

Expand staff **capacity**.

