



Strategic Plan

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Prepared by:

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Tidewater Friends of Foster Care

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EXECUTIVE SUMMARY

Tidewater Friends of Foster Care will strengthen and expand its support among Virginia's foster and at-risk youth by 15% per year to help ensure that all children in the Virginia child welfare system are afforded the opportunities and environments to thrive.

OBJECTIVES

1. Forge new partnerships within the top 10 localities, measured by active foster child population, in Virginia's child welfare system by 2028.
2. Increase fundraising by 15% per year to meet program resource requirements.
3. Maintain a depth of talent within the organization and improve process and knowledge management to sustain growth in program services.
4. Maintain quality of services and program impacts while expanding services by 15% per year.
5. Deepening preventative services to at-risk youth by increasing touch points by 15% per year.

STRATEGY

The organization will focus on contributing more to the foster care and at-risk community through activities and projects funded by donors, foundations, and its supporting members. The priority will be to initiate new agency partnerships, recruit new personnel, and conduct more fundraising activities to generate funds to support program growth.

Focus Priorities

The Tutoring and Gifting Programs will be the first priorities for service expansion, as these programs generate the deepest impact and broadest service reach, respectively. These will be followed by expansion of Outreach initiatives to build foster care support networks, and implementation of Enrichment Programs to round out our full service complement.

Simultaneously, we will focus on expanding our donor base to include new granting agencies and supporters in geographic regions coincident with our program expansions.



SWOT ANALYSIS

I. Strengths

TFFC is an innovative, reliable, and inclusive partner in creating community-based support for youth and families involved in the child welfare system. TFFC has a respected brand, loyal donor base, strong community partnerships, robust balance sheet, unique technology, and track record of program results for the youth we serve that far surpass the national averages. TFFC is a woman-owned small business with strong leadership diversity and a growing base of supporters.

II. Weaknesses

TFFC has gated access to end users, as we are dependent upon each individual locality establishing and upholding formal agreements to serve those in the child welfare system.

TFFC is headquartered in donated executive office space in Norfolk, Virginia with no dedicated operational space (warehouse space for running the Gifting Programs) which makes geographically broad operations challenging.

III. Opportunities

TFFC can capitalize on a growing reputation to expand and deepen impact on a state level, increase grant and fundraising opportunities, and generate new community-based collaborations to better serve youth and families in the child welfare system.

TFFC has started a for-profit tutoring business to underwrite service for youth in the child welfare system and has the opportunity to grow this revenue stream.

IV. Threats

The organization relies on a proprietary cloud-based Program Management System for daily operations and is vulnerable to program disruption through cyber attack. TFFC operates on a 1 year reserve budget, 65% of which is exposed to market risk detouring liquidity in times of low fundraising.

TFFC faces a budget/operational risk by being on a month-to-month donated lease without dedicated operation space.

TEAM

[Audra Bullock](#) - Executive Director

Audra is in charge of fundraising, partnerships and overall direction of the organization to meet strategic objectives. She is responsible for strategic planning and for handling the organization's financial resources.

[Danielle Phillips](#) - Tutoring Director

Danielle is in charge of tutoring day-to-day operations, program oversight, and development. She is responsible for tutor recruitment, training, and retention.

[CB Garrette](#) - Tutoring Assistant

CB is in charge of reviewing all tutoring reports, actioning items, and sending them to social workers and relevant parties.

[Autumn Young](#) - Programs Coordinator

Autumn is in charge of day-to-day operations of all non-academic programs including development and oversight. Autumn is responsible for grant writing and managing interns and volunteers.

[Emma Kolar](#) - Programs Assistant

Emma provides the front facing client communications including social media management. She is responsible for database management, and accuracy. Emma also assists with operations of programs and events.

ACTION PLAN

Action	Owner	Due Date	Status
New Agency Partnerships: Form partnerships with the top 10 City DSS Agencies (by population of foster youth)	Audra Bullock	12/31/28	Ongoing
Capital: Increase Funding 15% annually	Audra Bullock	12/31/23-28	Ongoing
Capital Diversification: Grow Tutoring for All revenue to support all tutoring staff	Danielle Phillips	12/31/23-28	Ongoing
Process: Optimize processes to improve efficiencies and service impact	Danielle Phillips Autumn Young	12/31/24	Ongoing
Development: Expand donor base by 15% annually.	Autumn Young	12/31/23-28	Ongoing
Outreach: Develop new methods of end user engagement to increase program utilization by 15% annually	Autumn Young Audra Bullock	12/31/23-28	Ongoing
Assessment: Data analysis and survey implementation	Autumn Young	12/31/23	Ongoing