



FLOURISH FUND

FLOURISH: CHILDREN & FAMILIES



WELCOME TO FLOURISH FUND



Flourish Fund seeks to catalyze large-scale social innovation for human flourishing. We want to see a world where Christian givers make strategic, data-inspired philanthropic investments that lead to measurable outcomes - moving the needle on issues close to the heart of God.

The Problem with Problem-Solving

How can generous givers and social innovators address the biggest challenges of our time? Followers of Jesus are working to tackle complex challenges, but philanthropic capital is often constrained by fragmented or sub-scale approaches. Competition for funding creates a culture of scarcity, with nonprofits vying for donations rather than collaborating to solve problems. This not only frustrates donors, who question the impact of their giving, but strains nonprofits by pulling time and resources away from their core work.

Our Solution

Flourish Fund unlocks opportunities for faith-motivated donors to fund holistic solutions to social challenges. We start by shaping a rigorous strategy and investment thesis to activate philanthropic capital around a pressing societal challenge. We then seek out high-potential leaders and organizations with proven results who need meaningful, multi-year growth funding. At the same time, we support the underlying factors needed to spur systems change, such as building collaborative networks, shifting narratives, or integrating data and technology at scale.



**THROUGHOUT HISTORY,
CHRIST-FOLLOWERS HAVE
SHIFTED HOW SOCIETIES WORK
FOR THE LEAST OF THESE —
CREATING THE POSSIBILITY
FOR ALL PEOPLE TO FLOURISH.**

We're starting with child and family welfare, **reimagining foster care**. Over the next 10 years, we plan to launch 5-7 ecosystem strategies that activate \$500M toward other urgent Kingdom challenges.



*Articulating a
Redemptive Vision*



*Shaping a Strategy
for Systems Change*



*Aligning Stakeholders &
Pooling Philanthropic Capital*



*Scaling Innovations &
Strengthening Ecosystems*



*Measuring
Impact*

INTRODUCING

FLOURISH: CHILDREN & FAMILIES



Our first initiative, *Flourish: Children & Families*, **shifts the way we care for at-risk families and children in foster care.** The child welfare system is at a pivotal moment, with momentum building across sectors to change the way society cares for families and kids in crisis. The Family First Act and philanthropic investments have laid the foundation for developing and scaling effective models to disrupt the status quo and initiate long-term changes. We believe Christian philanthropy can capitalize on this momentum and lead the way in developing a new paradigm for child and family well-being.

Our strategy is built around three pillars: *empowering parents, accelerating the next great church mobilization, and cultivating local systems.* Working in concert, they will keep more families together, while promoting an effective, stable foster system.

We plan to start with three geographies, embedding a suite of solutions into the local fabric. In parallel, we will invest in national infrastructure that builds foundational knowledge, capabilities, and practices. Taken together, these models will serve as a redemptive blueprint for communities across the nation, leading to broader shifts in how resources flow, policies are shaped, and systems work for vulnerable children and families.

WHY FOCUS ON FOSTER CARE?

Approximately 400,000 children are in the foster system at any point in time in the United States. They'll spend an average of 23 months—almost two years—in foster care.¹ Needing a respite from traumatic experiences of the past, many children will instead experience multiple placements, further compounding their trauma.

“The foster system is a doorway to several other devastating systems in our country.”

—
Adrian Lewis, *CarePortal*

Instability and trauma have long-term consequences. Around 50% of the homeless population and 20% of those incarcerated were once in foster care.^{2,3} Up to 90% of children who are victims of sex trafficking have been involved with child welfare services.⁴ Fewer than 60% of foster children will graduate from high school.⁵ Rather than finding long-term health and stability, too many children experience ongoing cycles of trauma and suffering. **If we're serious about addressing major social problems, foster care is the most strategic place to start.**

TRULY I TELL YOU, WHATEVER YOU DID FOR ONE OF THE LEAST OF THESE BROTHERS AND SISTERS OF MINE, YOU DID FOR ME. MATTHEW 25:40



FLOURISH: CHILDREN & FAMILIES

OUR VISION



Local ecosystems, anchored by church networks, that strengthen community-based systems of care and empower vulnerable kids and families to move from crisis to thriving.

EMPOWER PARENTS TO PRESERVE FAMILIES:

Provide respite, resources, and skills for at-risk families to navigate challenges and find long-term stability. By stabilizing vulnerable parents in crisis or on the cusp of a crisis, more families will remain intact, stopping the cycle of instability from starting.

Why?

Neglect, the failure to meet basic needs, is a factor in 63% of the 200,000 child removals each year.¹

Drug-related removals more than doubled from 15% in 2000 to 36% in 2022.^{1,8}

Social isolation, affecting nearly 50% of U.S. adults, increases the risk of child neglect.^{9,10}

How?

Wrapping around at-risk families with family-like support systems, so parents can address challenges while maintaining family integrity.

Empowering parents with advocates and navigators to help them access services, build social connection, and develop skills to prevent unnecessary family separations.

ACCELERATE THE NEXT GREAT MOBILIZATION OF THE CHURCH:

Expand opportunities for church members to take on relational roles that equip and sustain biological, kinship, and foster parents. The church has a singular ability to meet the physical, emotional and spiritual needs of local families to prevent unnecessary separations and promote high levels of care for foster children.

Why?

Foster parents need substantial support to prevent burnout, as 50-70% of foster parents stopped taking children within 2 years of opening.⁶

Only 16% of Christians know members of their churches who are fostering, highlighting the need for more coordination of wrap-around ministries.⁷

Outside of fostering or adopting, followers of Christ need more paths to help care for at-risk families and children.

How?

Growing and strengthening family-focused ministries with practical pathways, trauma-responsive training programs, and coordination tools for members to support biological and foster families.

Cultivating care-sharing networks by leveraging technology to connect biological and foster families to resources and support communities.

Mobilizing resources to Black churches to expand the pool of well-equipped foster and kinship families to keep children connected to their communities.

FLOURISH: CHILDREN & FAMILIES

OUR VISION



CULTIVATE LOCAL ECOSYSTEMS:

Build partnerships across government, community, and faith networks for highly-effective, community-based systems of care. Ecosystems can deliver better results with stronger relationships between organizations, shared goals, and proactive coordination. Supporting and sustaining case workers addresses a fail-point in the current system, while building bridges between government and faith communities.

Why?

Turnover rates for child welfare workers who facilitate the system range from 20 to 40% in the U.S., and the average tenure is less than two years.¹¹

No organization or agency can single-handedly address all challenges that affect families.

The care community – case workers, foster families, service providers, and faith networks – operates in a fragmented environment that prevents integrated, tailored care.

A growing gap in worldviews has strained relationships between faith communities and government agencies.

How?

Strengthening community-based systems of care by uniting stakeholders around a shared vision, fostering collaboration, and using data to measure progress.

Identifying and accelerating models that improve the well-being and retention of social workers, leading to stronger relationships between agencies and churches.

Each pillar of the strategy reinforces the other to shift the system toward a state of flourishing.

Mobilizing the church provides an anchor and the energy for a more collaborative ecosystem. The ecosystem creates the conditions for families, particularly parents, to find stability and eventually thrive. Empowered parents can more effectively care for their children, reducing the demands on the system of care.

This comprehensive approach sets in motion a reinforcing cycle of empowerment and care, ensuring that every child and family receives tailored support and has access to a strong and loving community.



FLOURISH: CHILDREN & FAMILIES TIMELINE



Flourish: Children & Families will be implemented through a four-phase process: **research & analysis, design & development, building, and scaling**. With the research & analysis phase complete, we are now developing an ecosystem strategy and laying groundwork for initial grant deployments.

PHASE 1

Research & Analysis

Autumn 2023 - Winter 2024

Status: Complete

Funds Raised: \$350K

Activities:

- Deep-dive landscape analysis (data research and 40+ stakeholder interviews) of the foster care ecosystem
- Early identification of innovative models and opportunities for collaboration with faith-motivated stakeholders

Outcomes:

- Data-driven identification of opportunity areas and emerging themes where philanthropy could catalyze meaningful change

PHASE 2

Design & Development

Spring 2024 - Winter 2025

Status: In Progress

Funds Required: \$1.2M

Activities:

- Develop and design the *Flourish: Children & Families* redemptive thesis, philanthropic investment strategy, and implementation plan
- Define and determine metrics of success, designing robust methodologies for monitoring, evaluation, and learning
- Identify locations to deploy philanthropic investment within local ecosystems (three metropolitan areas or states)
- Identify and conduct due diligence on organizations with innovative and or sub-scale models aligned with *Flourish: Children and Families* strategy

Outcomes:

- A published philanthropic investment blueprint for *Flourish: Children & Families*
- Vetted partners, local collaborations, and geographies ready for first round of grant-making
- Defined and transparent monitoring, evaluation, and learning framework for the initiative

FLOURISH: CHILDREN & FAMILIES TIMELINE



PHASE 3

Building

2025–2026

Status: Starting Q1 2025

Estimated Funds

Required: \$5M*

Activities:

- Mobilizing first round *Flourish: Children & Families* grants to: build scaling capacity within implementation partners

Outcomes:

- Local ecosystems prepared and aligned with ecosystem approach, with relationships established, backbone organizations in place, and support mobilized for large-scale growth
- Implementation partners prepared to scale with strong foundation for growth

PHASE 4

Scaling

2027–2029; M&E through 2031

Status: Final impact report issued by year end of 2031

Estimated Funds

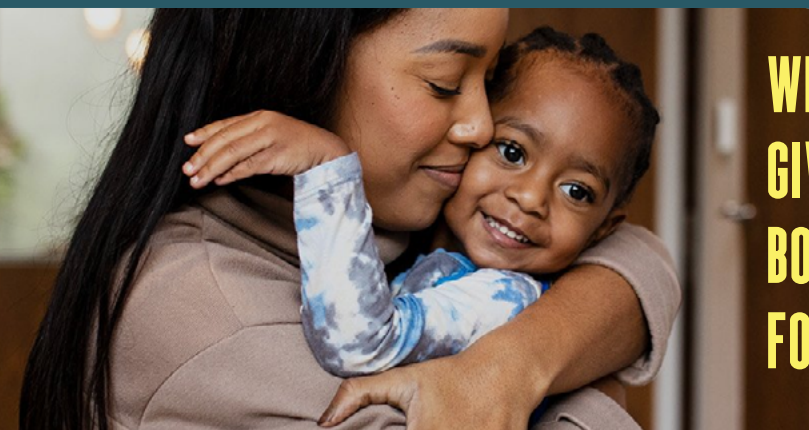
Required: \$35M*

Activities:

- Deploying significant multi-year grants to implementation partners and geographies, ensuring sustainable scaled growth beyond the end of the grant-cycle
- Robust monitoring of metrics to ensure *Flourish: Children & Families* is on track to achieve desired outcomes

Outcomes:

- Implementing partner organizations moving from innovative sub-scale models to 2–4x growth in the organizational budgets and on a sustainable growth trajectory
- Final impact report issued after year 5 of scaling (Summer 2031)



**WE CREATE SPACE FOR GENEROUS
GIVERS, SOCIAL INNOVATORS, AND THE
BODY OF CHRIST TO COME TOGETHER
FOR TRANSFORMATIONAL IMPACT.**

FLOURISH: CHILDREN & FAMILIES

INVESTMENT PROCESS



***Flourish: Children & Families* includes four types of main investments:**

1. **Scaling** and spreading proven, innovative models
2. **Strengthening** place-based infrastructure that enables collaboration
3. **Developing** national infrastructure for foundational knowledge, capabilities, and practices
4. **Accelerating** early experimentation to identify key elements for replication or scaling

We will invest in organizations and social entrepreneurs that have demonstrated success in one or more of the strategic pillars of **empowering parents, accelerating the next great church mobilization, and cultivating local ecosystems.**

Scaling investments will include multi-million dollar funding for proven organizations and models with a clear path to outsized results. Additional seed stage investments will range from \$50K to \$200K, focused on smaller ventures that address current gaps in the problem-solving landscape.

Lastly, we will invest in developing and supporting backbone organizations in local ecosystems, as well as incubating any national infrastructure and best practices to support and sustain change.



We support organizations that are:

- Led by high-character, high-capacity management teams
- Innovative and have a proven approach to solving one or more parts of the problem
- Aligned with the ecosystem approach and desire to shift the entire system
- Have a successful track record and are committed to building their evidence base
- Located in or interested in expanding to target geographies
- Excited to partner with faith-based organizations and church networks

FLOURISH: CHILDREN & FAMILIES

METRICS OF SUCCESS



During the Design & Development phase, we will determine clear, quantifiable goals for progress that can be achieved with successful implementation. Core metrics for success will be developed alongside a rigorous approach to monitoring, evaluation, and learning (MEL).

Progress indicators will focus on ecosystem engagement, such as increasing church involvement and measuring collaboration across stakeholders. Outcome metrics will have a two-pronged focus of decreasing the need for foster care while improving the experience of children in the system.

Over time, these metrics will show sustained change within select geographic areas, tying back to our vision of strengthened communities empowering children and families to flourish.

Illustrative Progress Indicators

Increase in temporary respite care to prevent neglect or abuse during time of crisis

Increased church engagement within local ecosystems

Increased collaboration measures across local ecosystems

Illustrative Outcomes

Reduction in new foster care entries

Reduction in cases of reported maltreatment

Fewer placement changes

Increased foster family retention

Increased case worker retention





REIMAGINE GIVING

Through *Flourish: Children & Families*, we are building a community of generous givers to partner with us in transforming the way we care for vulnerable children and families. By joining us, you are investing alongside like-minded individuals into vetted organizations within an ecosystem strategy designed to make a meaningful and lasting difference. Together, we are demonstrating a model that can have catalytic impact across the nation.

Will you invest in *Flourish: Children & Families* as a Sponsoring, Anchor, or Contributing Partner to help us move the needle on this big issue close to the heart of God?

TIERS

COMMITMENT

BENEFITS

Sponsoring Partners

Minimum of \$1M per year for *Flourish: Children & Families* and core operating supporting (\$250K per year, over 4 years)

Anchor Partners Benefits + Investment Committee Seat

Anchor Partners

Minimum of \$1M per year for *Flourish: Children & Families* with % annual fee on total committed capital.

Contributing Partners Benefits + Hosted site visits to grantee locations

Contributing Partners

Minimum of \$250K per year for *Flourish: Children & Families*, with % annual fee on total committed capital.

Friends of Flourish Benefits + Invitation to *Flourish: Children & Families* annual gathering

Friends of Flourish

Annual gift of at least \$50K to Flourish Fund.

Regular communication with Flourish Fund leadership + Participation in the Flourish Fund giving community

CONTACT US: To have a conversation about giving to *Flourish: Children & Families*, please contact Erin Bradbury at erin@flourishfund.org.

DEAR FRIENDS,

Thank you for your interest in Flourish: Children & Families.

Like many of you, I love working on big problems that matter to God and our neighbors. Though I've worked exclusively in secular organizations, I've always thought of my work as joining God in the redemption and restoration of all things. I'm inspired by leaders like William Wilberforce and the Clapham Circle – those followers of Jesus who've come together at pivotal points in history to change the trajectory of societies, especially for the most vulnerable.

So the question that burns in my heart is: At a time when there is greater prosperity and generosity than ever in human history, **why are we not moving the needle on more issues that matter to the heart of God?**

Fundamentally, I believe we can do a better job of stewarding God's resources, so that His Kingdom may come and His will may be done, here on Earth. **This is why I've launched Flourish Fund.**

As I've spoken to generous givers over this past year, I've heard many of you describe how you want to be a part of something bigger and do something on a more transformative scale than any of us can do individually.

We see an opportunity to help generous families lever up their giving. We want to enable you to come behind a big, bold vision, grounded in a rigorous strategy that increases the chance of delivering concrete outcomes. And we want to do that in the context of a community where you can learn together and be shoulder to shoulder with friends who share the same passion.

We've shaped our first initiative around a big challenge where we see huge potential for redemptive impact. **I don't think there is anything that moves my own heart more than the needs of vulnerable children.**

We have a big, audacious vision to launch 5-7 ecosystem strategies over the next 10 years, and we think there's potential to mobilize half a billion dollars for God's kingdom. Child and family well-being; spiritual and character formation in education; loneliness and behavioral health: these are the kind of urgent challenges that matter to the Kingdom. They matter to our neighbors.

If we can show up on these big issues in the right spirit – a spirit of love in action and humble servant leadership – and deliver tangible, measurable results for human and community flourishing, it can renew our Gospel witness and point people back to Jesus.

Will you join us on this Flourish Fund journey?

Gratefully,



Dan Vogel
Founder & CEO





FLOURISH FUND LEADERSHIP

We are assembling a core leadership team, complemented by a trusted group of advisors, to further expand our expertise.



Dan Vogel, *Founder & CEO*

- 20 years of social problem-solving experience across public, private, and non-profit sectors
- Founder / U.S. Executive Director of BCG's Centre for Public Impact—built team of 40+ and national philanthropic partnerships (e.g., Rockefeller, Bloomberg, Aspen, Harvard)
- Former BCG Principal, started career in Bush White House



Erin Bradbury, *Senior Advisor & Chief of Staff*

- 15 years professional experience in innovative philanthropy, partnerships, and bridge building
- Former leadership roles building global collaborations at Asia Society and with the SGUN's Special Envoy for Haiti
- Founding director of multiple networks, developing organizational, programmatic, and funding infrastructure across non-profit, political, and cross-cultural spaces

ADVISORS



Dave Blanchard
Co-Founder & CEO
Praxis Labs



Jay Hein
CEO
Sagamore Institute



Steve Moore
CEO Emeritus
Murdock Charitable Trust



Anne Snyder
Editor-in-Chief
Comment Magazine



Henry Kaestner
Managing Principal
Sovereign's Capital



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Grace Chiang Nicolette
Vice President
Center for Effective Philanthropy



Katherine Haley
Founder & Partner
Oak Rose Group



Nicole Martin
Chief Impact Officer
Christianity Today



Esther Wang
Management Advisor
Elevate Prize Foundation



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Nicole Taylor, *Congregations for Kids*

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Jason Weber, *CAFO's More Than Enough*

Tara Woods, *DC127*

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