



STRATEGIC PLAN 2018-2020



ASIAN
AMERICAN YOUTH
LEADERSHIP
EMPOWERMENT
AND
DEVELOPMENT



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summary

Our Vision	Asian American LEAD (AALEAD) envisions a United States in which low-income and underserved Asian Pacific American youth, and youth of all backgrounds, are equipped with the tools and opportunities to define themselves and their own futures.
Our Mission	AALEAD supports low-income and underserved Asian Pacific American youth with educational empowerment, identity development, and leadership opportunities through after school, summer, and mentoring programs.
Our Values	<ol style="list-style-type: none"> 1. Creating a caring environment where youth belong and can grow/connect with each other and their community. 2. Our aim is to give high quality programs that lead to results-oriented sustainability. 3. We are committed to the wellness of our staff and providing an environment and culture where they can thrive. 4. We center youth strengths, youth voice, and youth experiences in all our work.
Who We Support	Low-income and underserved Asian Pacific American youth.
Our Programs	<ol style="list-style-type: none"> 1. DC Elementary School Program - after school & summer 2. DC Middle & High School Program - after school & summer 3. MD Middle School Program - after school & summer 4. MD High School Program - after school & summer 5. VA Middle School Program - after school & summer 6. VA High School Program - after school & summer 7. Youth Mentoring Program 8. Community College Mentoring Program
Our Goals 2018-2020	<ol style="list-style-type: none"> 1. Increase access to AALEAD's programs and improve youth outcomes through program expansion. 2. Demonstrate and effectively communicate needs of and program impact on low income and underserved APA youth and community. 3. Strengthen AALEAD's infrastructure and governance to improve organizational capacity, efficiency, and sustainability. 4. Create plans and strategies for individual donors, foundations, and corporations for financial sustainability.

In 2017, Asian American LEAD (AALEAD) embarked on a strategic planning process fresh off a leadership change and entering its 20th year of supporting low-income and underserved Asian Pacific American (APA) youth. AALEAD move to real-time strategic planning reflects the need to respond to the frequency of the changing environment and moves AALEAD closer to being prepared for what is next.

The plan adds to AALEAD's evolution with a focus on strengthening the organization and its programs so that it is prepared to support low-income youth for many years to come.



AALEAD will improve its adaptability and understands managers and coordinators are under great pressure to make timely, strategic decisions about their own programs – and require up-to-date information as they make plans for programming. This strategic plan is able to function in the rapid-response real world of today, to be nimble to respond to new opportunities and challenges that lie ahead.

The plan addresses key focus areas: Growth, Operational & Program Effectiveness, Sustainable Infrastructure, Governance, and Financial Sustainability.

By maximizing these areas, AALEAD looks to have a positive impact on low-income and underserved youth wherever there is a need with intention and efficiency. For the past 19 years in the DC metro area., AALEAD provided this support and now with a strong program model and improving organizational foundation, AALEAD's programs can be that support for low-income and underserved APA youth from pre-K through high school.





program overview

AALEAD was founded in 1998 in Washington, DC, initially to serve the large Vietnamese refugee and immigrant population that settled in the Mt. Pleasant/Columbia Heights neighborhoods of DC. With changes in demographics over the years in the DC region, AALEAD broadened its target population to the entire Asian Pacific American community, serving youth pre-K to 12th grade in Washington, DC. In 2006, AALEAD expanded to serve youth in middle and high school in Montgomery County, MD, and expanded again in 2014 to serve youth in middle and high school in Fairfax County, VA. In 2016, AALEAD expanded to serve youth in community college in Montgomery County, MD.

The organization's goal is to provide a nurturing environment and culturally-sensitive guidance so that youth develop into confident, engaged, and contributing community members and leaders. AALEAD focuses on healthy development and striving toward outcomes, rather than aiming to prevent destructive habits and behaviors. AALEAD staff puts youth first, providing them with choice, collaborative learning, and hands-on, project-based learning. We support youth to choose activities and how they would like to participate, make decisions on program structure and activities, plan program activities, lessons or events, and assess, evaluate, and reflect on activities. This allows youth to build self-confidence, empowers youth to take ownership and leadership of programs and see the immediate results of their responsible decisions.

AALEAD empowers youth by connecting them with resources to succeed academically, choose a middle/high school, and prepare for college/future careers. AALEAD focuses its after school, summer, and mentoring programs in three key outcome areas: Leadership, Identity, and Education Empowerment.





planning process

AALEAD real time strategic planning process began in July 2017 with the culmination of the plan in September 2017. The process is cyclical and each step is informed from the previous. Each step have multiple parts:

Step One – Gathering Information: Review of previous plan, Listening sessions with Youth, Staff, Board

Step Two - Setting The Goals (ED & Board): Use information from SWOT Activity, Visioning, Values, Listening Session Feedback, Logic Model

Step Three – Setting The Strategies (AALEAD Staff): Review of Previous Plan & Strategies Set at Staff retreat.

Step Four – Setting A Real-Time Plan (AALEAD Staff + Board – yearly retreat): Action plans addendums to Real-Time Strategic Plan

Step Five – Assessing the Plans (AALEAD Board – yearly retreat): Yearly Assessment of Plan





- 1 | Increase access to AALEAD's programs and improve youth outcomes through expansion.
- 2 | Demonstrate and effectively advocate for & communicate needs of and program impact on low-income and underserved APA youth and community.
- 3 | Strengthen AALEAD's infrastructure and governance to improve organizational capacity, efficiency, and sustainability.
- 4 | Create plans and strategies for individual donors, foundations, and corporations.





1 | Increase access to AALEAD's programs through and improve outcomes for AALEAD youth through expansion.



- Develop an evidence-based program model of AALEAD's after school program to scale AALEAD program(s) beyond AALEAD's current geographic reach and support more youth.
- Expand programs in Washington, DC, Montgomery County, MD, and Fairfax, VA by maximizing recruitment and relationship-building efforts for youth and volunteers.
- Secure funding and explore partnerships to identify potential regional expansion including an assessment of youth's need and resource availability for long term programming for after school and mentoring.
- Continue to strengthen programs and improve outcomes for AALEAD youth through consistent and intentional curriculum, programming, and youth engagement and connectedness.





2 | Demonstrate and effectively advocate for and communicate needs of and program impact on low income and underserved APA youth and community.



- Increase youth, family, volunteer, and alumni engagement.
- Identify plans for including storytelling and data in communications and marketing.
- Increase participation in other sectors through partnerships and engagement.
- Increase communication and marketing on social media, website, and traditional communication.
- Engage in community mapping/data collection seeking resources on APA

youth development in the DC area including demographics, funding availability, partners to develop a system that help identify the need and resources for programs AALEAD supports.

- Increase advocacy for the needs of low-income and underserved APA youth and community.



3 | Strengthen AALEAD's infrastructure and governance to improve organizational capacity, efficiency, and sustainability..

- Create systems to guide effective and efficient processes and procedures for sustainable organizational capacity:
 - Operations
 - Maximize operational capacity in programs alignment, data integration, internal communication, and systems integration - financial, development, and programs.
 - Human Resources
 - Update organizational framework to reflect organizational needs with coordinator support, manager/director support, personnel recruitment and retention strategies, professional development, and succession planning.
 - Technology
 - Leverage technology to increase organizational efficiency and capacity and assessment of current technology systems.
 - Leverage technology to increase program efficiency including intake, program delivery, and data management.
 - Incorporate technology plans in organizational needs assessments and plans.
- Implement efforts that lead to sustained and effective programming and seamless succession planning for leadership to ensure continuity of high-quality programming.
- Standardize procedures by expanding Personnel Handbook that reflect updated processes and creating Programs Handbook that includes standardize policies and procedures.





4 | Create plans and strategies for individual donors, foundations, and corporations.

- Individual donors
 - Assess Benevon model for recruiting individual donors and identify strategies to update model that reflect AALEAD's potential individual funder pool.
- Foundation
 - Assess funding landscape of available funds for youth development to low-income APA youth.
- Corporate
 - Increase opportunities for corporate entities and employee working groups to engage in AALEAD.
 - Increase representation of corporates on board.
- Identify way to include and engage youth in development.
- Conduct feasibility assessment of additional models for fundraising including grassroots fundraising that takes into account organization structure and resources as well as long term return on investment.





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*We believe all youth have the
ability to succeed and make
decisions to impact their
education and future.*

