

# AALEAD

ASIAN AMERICAN YOUTH LEADERSHIP  
EMPOWERMENT AND DEVELOPMENT



# STRATEGIC PLAN 2023 - 2026



# AALEAD STRATEGIC PLAN



## VISION

AALEAD envisions a United States in which all youth are supported, empowered, and celebrated within equitable, abundant and thriving communities.

## MISSION

To empower AAPI youth in underserved communities through culturally responsive programming and advocacy.

### GOAL 1

Strengthen AALEAD's human infrastructure and governance to improve organizational capacity, effectiveness, and sustainability so that by 2026 AALEAD is a workplace and volunteer organization of choice.

#### Strategy:

1. Implement governance best practices
2. Provide comprehensive professional development and training
3. Align organizational structure and management to achieve AALEAD's mission, values, and goals
4. Foster a culture that embodies AALEAD values: inclusion, community, equity, relationships & learning

### GOAL 2

Establish a comprehensive financial strategy and management system so that by 2026 AALEAD can reach its programming goals and maintain a working capital fund of one year of the annual operating budget.

#### Strategy:

1. Diversify funding streams
2. Modernize financial infrastructure
3. Implement comprehensive, multi-year financial management plan

### GOAL 3

Demonstrate at least 3% annual growth in identified program outcome measures for participants

#### Strategy:

1. Establish program logic model with annual goals by the end of FY23
2. Implement monitoring and evaluation plan by the beginning of FY24
3. Implement consistent program infrastructure (i.e., curriculum, guides, resources)
4. Expand program site and participation capacity
5. Implement past program participant tracking and evaluation system

### GOAL 4

Amplify AALEAD's ability to influence positive outcomes for the AAPI community.

#### Strategy:

1. Advocate for public policy to support the needs of AAPI youth
2. Develop and implement comprehensive marketing plan including web and social media
3. Develop Board and staff capacity for "storytelling"
4. Develop and implement a plan for the Advisory Council

### GOAL 5

Center youth and community in continuous improvement to meet all strategic plan goals by 2027.

#### Strategy:

1. Establish and implement internal process monitoring cycle with quantitative and qualitative goals and benchmarks
2. Develop and conduct community stakeholder needs and satisfaction assessment

## VALUES

### INCLUSION

We embody a culture in which individuals -- especially those who are the most marginalized -- can engage as their whole, authentic selves.

### COMMUNITY

We invest time and resources into building belonging, solidarity, and collective power.

### EQUITY

We center equity in our programs, operations, governance, and advocacy so that individuals can thrive on their own terms.

### RELATIONSHIPS

Amplify AALEAD's ability to influence positive outcomes for the AAPI community.

### LEARNING

Center youth and community in continuous improvement to meet all strategic plan goals by 2027.

# BACKGROUND



Founded in 1998 by social worker Sandy Dang to serve Vietnamese refugees and immigrants in Washington, D.C., AALEAD's historic mission has been to support

*"...low-income and underserved Asian Pacific American youth with educational empowerment, identity development, and leadership opportunities through after school, summer, and mentoring programs."*

Over its nearly 25-year history, AALEAD has reached thousands of Asian American Pacific Islander (AAPI) youth through mentoring, summer and afterschool programs in the Washington, D.C. metropolitan area. The organization's unique focus on identity development, educational empowerment, and leadership opportunities, specifically for youth living in low-income and historically underserved circumstances, has brought national attention<sup>1</sup> and financial support from influential philanthropists<sup>2</sup>.

1 <https://nymag.com/strategist/article/where-to-donate-to-help-asian-communities-2021.html>

2 <https://www.aalead.org/wp-content/uploads/2021/06/AALEAD-Press-Release-6.15.21.pdf>

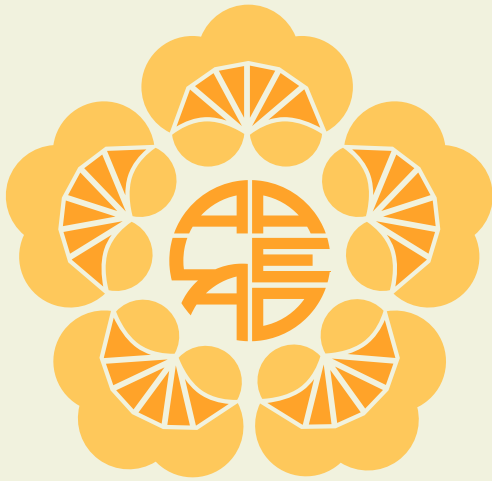
While affirming, perhaps more important than such external recognition, internal stakeholders from program participants to staff to board members, affirm the mission of the organization and the benefits it provides with deep gratitude and dedication. As the only organization of its kind within the Washington DC metro area, AALEAD holds an impressive reputation as an organization that makes a difference for the participants it serves, stands with and for the greater AAPI community and commits itself to equity for all.

# STRATEGIC PLANNING PROCESS

Following a period of financial, programmatic, Board and staffing upheaval amid an ongoing global pandemic and significant social unrest, AALEAD entered a new cycle of strategic planning to ensure a thriving presence and sustained impact within the communities it serves. With full appreciation for both its accomplishments during the prior strategic cycle and the changed context, it sought to involve its full community in an engaging, comprehensive planning process.



# VISION, MISSION AND VALUES



Through this process and with the considered input of its stakeholders, staff and Board members, AALEAD defined a new vision of a United States in which all youth are supported, empowered, and celebrated within equitable, abundant and thriving communities. This vision of a future in which AAPI youth fully experience safe places to learn, live and play, supported by adults committed to their wholistic success and invested in their development serves as the “north star” of the organization providing direction for continuous improvement.

So too has AALEAD articulated an updated mission statement to reflect its historic priorities in a new context.

## ***AALEAD Mission:***

***To empower AAPI youth in underserved communities through culturally responsive programming and advocacy.***

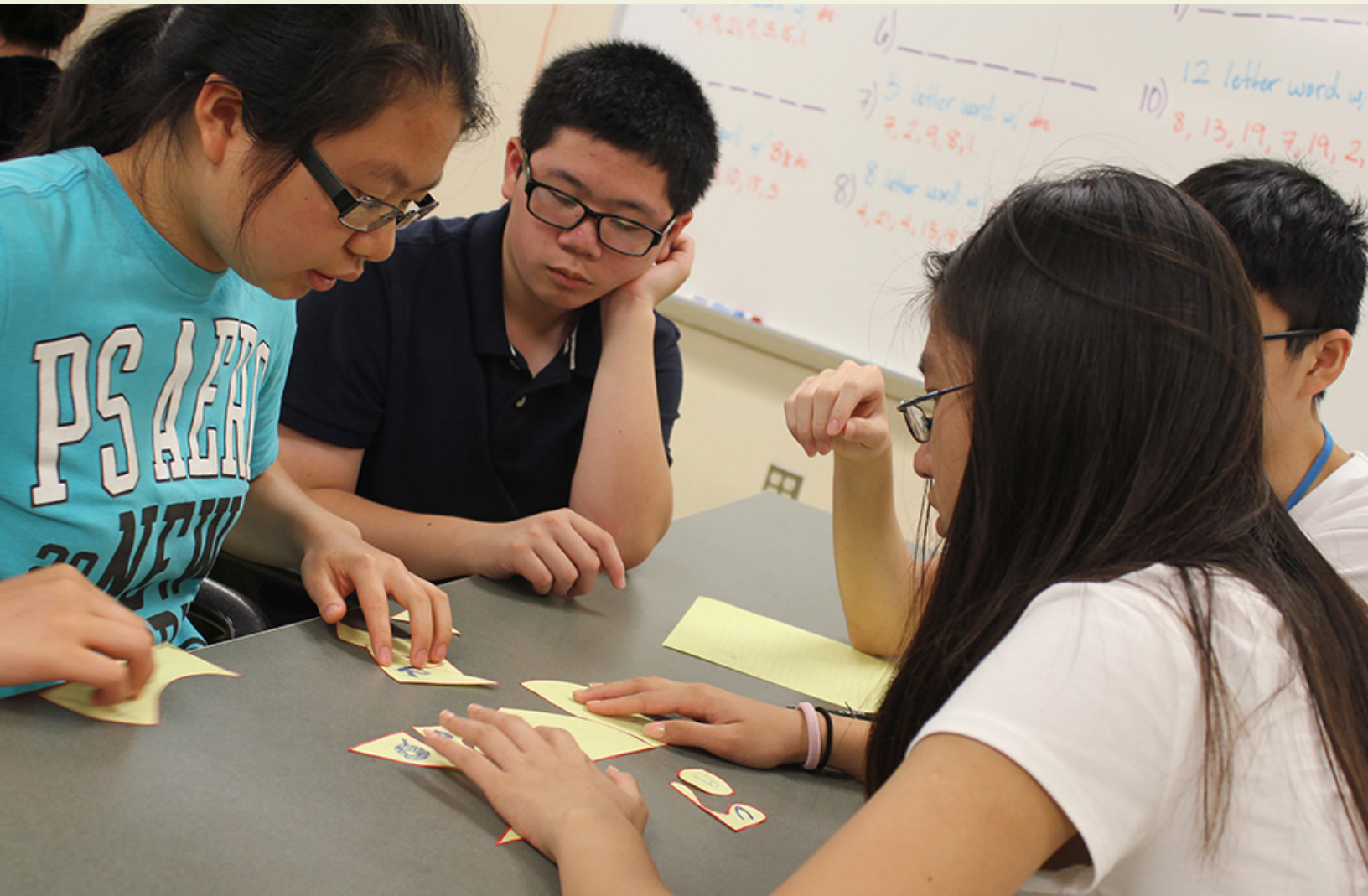
The mission statement makes clear AALEAD’s unique contribution to the vision it describes by defining its role and purpose in serving AAPI youth specifically and responding to their evolving needs and contexts so that they may be empowered to thrive in their school, home, work, and social communities.

Finally, AALEAD staff and Board members collaborated to identify a core set of values on which each of their decisions and their work to deliver the organization’s mission rest. If the goals and strategies articulated below are the path toward the North star vision, then these values serve as boundaries along the path, ensuring that the organization never strays from what it believes as it moves toward that future. The **values – inclusion, community, equity, relationships, and learning** – are the checks and balances for each strategy, demanding that it holds true to the organization’s beliefs about how it will work with its program participants, its partners, its community, its volunteers, and its staff.

# GOALS, STRATEGIES AND MEASURES

Together, AALEAD's staff and board developed goals, specific strategies, and measures to achieve their mission over the next three years through a focus on the five pillars of a thriving non-profit – people, money, programs, storytelling, and strategy<sup>1</sup>. Each goal necessitates multiple strategies to accomplish and will be measured and monitored by a balanced scorecard to help the organization assess and modify its plan as a living document.

<sup>1</sup> <https://www.joangarry.com/pillars-thriving-nonprofit/>







## GOAL 1 | PEOPLE:

Strengthen AALEAD's human infrastructure and governance to improve organizational capacity, effectiveness, and sustainability so that by 2026, AALEAD is a workplace and volunteer organization of choice.

### Mission Achievement Measure(s)

- Staff retention rate > than industry average
- Staff and volunteer (including Board) satisfaction survey indicators >85%



### Strategy

- Implement governance best practices
- Provide comprehensive professional development and training
- Align organizational structure and management to achieve AALEAD's mission, values, and goals
- Foster a culture that embodies AALEAD values: inclusion, community, equity, relationships & learning

### Implementation Measure(s)

- Annual board effectiveness audit<sup>1</sup>
- Annual needs assessments, calendar of opportunities and staff satisfaction surveys
- Revised job descriptions and redesigned structure implementation plan
- Annual staff and board surveys

# AALEAD STRATEGIC PLAN – FY 2023 - 2025

## GOAL 2 | MONEY:

Establish a comprehensive financial strategy and management system so that by 2026, AALEAD can reach its programming goals and maintain a working capital fund of one year of the annual operating budget.

### Mission Achievement Measure(s)

- Working capital fund of 12 months annual expenses

### Strategy

- Diversify funding streams
- Modernize financial infrastructure
- Implement comprehensive, multi-year financial management plan

### Implementation Measure(s)

- Percentage of revenue per donor/funding category (individual, corporate, grant, fundraising)
- Donor database and annual audit process
- Cost per participant



## GOAL 3 | PROGRAMS:

Demonstrate at least 3% annual growth in identified program outcome measures for participants.

### Mission Achievement Measure(s)

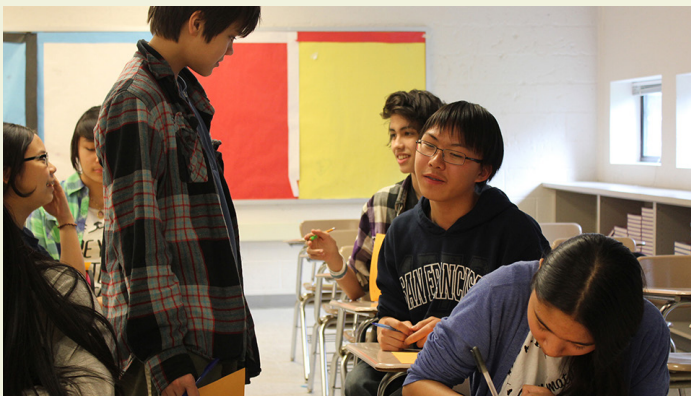
- Program outcome evaluation data

### Implementation Measure(s)

- Annual program outcomes data
- Development of plan and implementation roll-out
- Development and implementation roll-out
- Total number of program participants
- Tracking outcome data

### Strategy

- Establish program logic model with annual goals by the end of FY23
- Implement monitoring and evaluation plan by the beginning of FY24
- Implement consistent program infrastructure (i.e., curriculum, goals, resources)
- Expand program site and participation capacity
- Implement past program participant tracking and evaluation system



## GOAL 4 | STORYTELLING:

Amplify AALEAD’s ability to influence positive outcomes for the AAPI community.

### Mission Achievement Measure(s)

- Growth in strategy measures

### Strategy

- Advocate for public policy to support the needs of AAPI youth
- Develop and implement comprehensive marketing plan including web and social media
- Develop Board and staff capacity for “storytelling”
- Develop and implement a plan for the Advisory Council

### Implementation Measure(s)

- Amicus briefs, policy briefs, public speaking calendar
- Web and social media metrics
- Calendar of training opportunities
- Plan development and Advisory Council survey results



## GOAL 5 | STRATEGY:

Center youth and community in continuous improvement to meet all strategic plan goals by 2027.

### Mission Achievement Measure(s)

- Mission achievement measure(s) for each goal
- Staff and Board engagement survey indicators > 85%

### Strategy

- Establish and implement internal process monitoring cycle with quantitative and qualitative goals and benchmarks
- Develop and conduct community stakeholder needs and satisfaction assessment

### Implementation Measure(s)

- Internal benchmarks
- Biennial survey



