America’s Promise Alliance
2022 – 2026 Strategic Plan Preview
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Executive Summary
Executive Summary

In its first 24 years, America’s Promise Alliance has helped mobilize hundreds of organizations around the most important issues facing young people, achieving outcomes at national scale. This year, America’s Promise is defining its next chapter and a comprehensive 2022-2026 strategic plan.

This new strategy has been designed in partnership with hundreds of youth-supporting organizations and repositions APA to best meet the needs and aspirations of our field during this consequential moment. The core of this strategy is our efforts to reimagine our Alliance community.

Our “reimagined Alliance” defines a new methodology for organizations, leaders, and the field to collaborate and support one another. It focuses our efforts on strengthening the field’s response to the urgent and interconnected challenges young people are facing in light of all of the disruption and hardship we have experienced in the last two years. It offers concrete programming to achieve the aims of our community. It understands that relationships, trust, and a practice of working together are necessary for the effective coalition work we seek in pursuit of systemic change. It understands that only a truly independent entity, dedicated to serving the field, can create the conditions for deep sharing and mutual support we all seek in the sector. And it understands what’s required to pull off such an ambitious effort at national scale.

Our reimagined Alliance will reach hundreds of organizations and thousands of leaders, supporting millions of young people annually. APA will serve as the steward of this powerful community, ensuring that our collaboration and efforts translate to concrete, measurable, and transformative change for the young people we support, the institutions designed to provide that support, and the leaders that drive these efforts.

Our reimagined Alliance launches in the Spring of 2022, enrolling approximately 50 organizations and 250 leaders. We expect to grow over 100 organizations and 500 leaders by the end of 2022. Our focus in 2022 includes Alliance member recruitment and onboarding, program development and execution, and selecting our first set of systemic change issue areas.
What is Our Reimagined Alliance Community?

Our reimagined Alliance brings the most inspiring youth-supporting organizations and leaders together in authentic community with one another, fosters a commitment of radical support among leaders and organizations, and focuses our efforts on both organizational improvement and building powerful coalitions for systemic change.
The Challenge & The Stakes of Our Response

The Challenge
The organizations in our community are on the frontlines supporting young people through a time of historic disruption and challenge. This includes the challenges and hardship brought on by COVID, the intersecting crises taking place in our schools and our workforce, the impacts of isolation, stress and loss on young people’s mental health, the fight for racial and social justice, and a deteriorating trust in the stability and efficacy of our institutions, leaders, and common civic purpose.

The Stakes of Our Response
Our response to these intersecting challenges over the next several years will play an outsized role in shaping opportunity and outcomes for a generation of young people that has been disproportionately impacted by these hardships and is simultaneously preparing to step in as our next generation of leaders.

These are not theoretical considerations for our community. Our member organizations are on the frontlines of this response, focused on both (1) addressing the deep and urgent needs young people are facing right now and (2) ensuring this time of disruption leads to the realization of more effective and equitable systems that can increase opportunity, improve outcomes, and reduce inequality at national scale.
The Role of Our Community in Our Response

The Need for Our Community
In times of great uncertainty, there is an even greater need to speed up our learning cycles, for more innovation, and for more aligned and collective action. **It is not a time for business as usual.** Our member organizations are asking for the opportunity to figure out what’s needed and coordinate our response with the other organizations and leaders most proximate to the challenges and opportunities of this moment (including young people and community members themselves).

America Promise’s Role
While this shared learning and aligned action is essential, **it does not happen on its own.** It takes serious intentionality, design, and stewardship. Our reimagined Alliance community seeks to provide the infrastructure and stewardship necessary to ensure effective sharing and collaboration among youth-supporting organizations at national scale.
Key Differentiators

Our reimagined Alliance is practitioner’s community designed with important differentiations from similar efforts.

Key Differentiators of Our Community

- An independent community that de-centers philanthropy as the primary convener and field-builder.
- Engages 5 senior leaders per organization, not just the CEO.
- Encompasses organizations working on a broader set of intersecting outcome areas.
- Includes historically underrepresented organizations.
- Action-oriented programming designed to help organizations improve their outcomes and scale their reach.
- Programming that leverages the lived experience and wisdom that exists among our member organization and the stakeholders they serve.
- A well-organized national network, making it easy to contribute and to benefit.
- Deep relationship development among leaders and organizations creates a powerful foundation for collective action.
Our Founding Community

To-date, over 20 organizations have committed to joining the founding community for our reimagined Alliance. We anticipate being at ~50 organizations (250 leaders) when we launch in the Spring of 2022 and 100 organizations (500 leaders) by the end of 2022.
About America’s Promise Alliance
We Are A Powerful Community

Who We Are

America’s Promise Alliance is a community of the country’s top youth-supporting organizations and leaders dedicated to ensuring the next generation has what it needs to thrive.

APA exists to serve the youth-supporting field, facilitating collaboration among the disparate organizations and institutions that collectively define outcomes and opportunity for young people.

What We Do

Our community works together to advance equity, increase opportunity, and improve outcomes for young people in America.

Our work together focuses on both (1) organizational improvement for our member organizations, as a lever to improve outcomes for millions of young people they serve annually and (2) collective action in pursuit of systemic change, as a way to improve outcomes for young people at true national scale.
America’s Promise Alliance was founded to inspire a “full-scale mobilization of the entire nation,” designed to inspire and facilitate a more coordinated national effort, across sectors, in service of ensuring the next generation had what it needed to thrive and to lead.

In 1997, America’s Promise Alliance kicked off this effort with The Presidents’ Summit. This summit brought together thousands of leaders from across the country. Attended by Presidents Clinton, Bush, Carter and Ford (with Nancy Reagan representing President Reagan), and chaired by Ret. General Colin Powell, that gathering challenged America to make investments in young people a top national priority and facilitated concrete commitments toward that end. Among the 3,000 participants were 25 governors, 9 lieutenant governors, 92 mayors, 122 key business leaders, seven Cabinet members and delegations from 145 communities.
The Evolution of Our Alliance

Our Alliance began as an in-person gathering of 3,000 people. Over the next 24 years, it grew into a national movement of 450+ organizations dedicated to improving outcomes for young people.

We now have an opportunity to **reimagine and modernize our alliance** to (1) better position the field to rise to meet this historic moment and (2) build the community and the infrastructure for collaboration necessary to guide and improve our field for years to come.

**Phase 1**
1997 - 2007

A Summit for Convening Actors Across Sectors; Commitments; Local Action

**Phase 2**
2007 - 2021

An Alliance of 450+ Organizations; National Issue Area Campaigns

**Phase 3**
2022 - 2026

Reimagined Alliance & New Approach to Field-Building
Our Reimagined Alliance Community
Building a New Community Together

We held conversations with 180+ organizations to explore three fundamental questions. Feedback from these conversations informed the composition, purpose, and design of our reimagined Alliance.

<table>
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<tr>
<th>What We Asked</th>
<th>What We Heard</th>
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<tr>
<td><strong>What do you need right now?</strong> What are the dynamics of the current moment that most impact the work of the field and your organization?</td>
<td><strong>Need</strong> – “We are working to support young people through a time of historic disruption in their lives. At the same time, we are working to evolve the way we do our work, to make it more equitable, sustainable, and effective. More than ever before, no one feels like they have it all figured out. We need and want to figure it out together.”</td>
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<tr>
<td><strong>What is holding us back?</strong> Why have previous efforts to foster greater collaboration, sharing and collective action in the field fallen short?</td>
<td><strong>Opportunity</strong> – “At the same time, the opportunity for real, lasting, transformative impact (in the lives of young people and in our organizations) is bigger than it has been in decades. We need to take advantage of this moment.”</td>
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<tr>
<td><strong>How can APA add the most value?</strong> By understanding the needs of the moment and through strategic differentiation from previous efforts, how can APA best serve the field and its member organizations?</td>
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How Can APA Add the Most Value?

Our community is facing historic challenges and is asking for a different and deeper response from APA.

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<tr>
<th>Needs of Young People</th>
<th>Organizational Evolution</th>
<th>Ask of APA</th>
<th>Our Response</th>
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<tbody>
<tr>
<td>Our Alliance is a community of organizations that are working to support young people through a time of historic disruption in their lives.</td>
<td>These organizations are also working to leverage the unique dynamics of this moment to evolve the way they do their work, to make it more equitable, effective, and sustainable.</td>
<td>In response to both dynamics, our Alliance members are asking us to dramatically increase the frequency and efficacy of collaboration in our community and to expand the diversity of our collaborators.</td>
<td>We are inspired by the efforts of our member organizations and their desire to support one another, and we are redesigning our Alliance in response to these requests.</td>
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6 important differentiators emerged from our conversations with member organizations. These differentiators informed our community design.

(1) **A community for us, by us.** A more independent community for the organizations on the frontlines working to improve outcomes for young people, run by the practitioners who understand that work deeply, decentering philanthropy as the primary field-builder in our sector.

(2) **Transformative supports for more leaders and organizations.** A community that takes the transformative supports that are usually only available to CEO’s and to the most well-funded organizations and provides those supports to a much broader set of organizations and leaders.

(3) **A place for both organizational improvement & collective action.** A community whose first job is to bring leaders together to help each other with their most urgent organizational priorities. From this more authentic and engaged community, we build and support targeted coalitions in pursuit of systemic change in specific issue areas.
(4) Tapping our collective wisdom and mutual support. Our community leverages the wisdom that lives within our member organizations and the communities they serve. We facilitate that sharing and learning, instead of looking elsewhere for “expertise.”

(5) A “doer’s” community. This is not a “listen and learn” community. We bring leaders together to design and build together, focused on program innovation and organizational evolution. This means our programming is focused on decisions leaders are making, new initiatives they are developing, and collective action we are taking together.

(6) A community where it is easy to contribute and benefit. Our job is to make participation in our Alliance effective, efficient, informed by communities, and joyful. APA builds and maintains the infrastructure necessary for connection and collaboration, serves as the steward of this powerful community, and provides the hustle needed to bring leaders and organizations together at scale. We understand the organization and execution necessary for this community to fulfil its potential and promise.
A Community That Works on 2 Levels

A key differentiator from other offerings, our community provides a single place for both organizational improvement and collective action. Both levels are essential components to our national response to the challenges and hardships of these last two years.

**Level 1**

**Org Improvement**
Help individual member organizations increase their impact and scale their reach, impacting the millions of young people we collectively serve annually, strengthening our country’s response to the interconnected challenges and hardships of these last two years.

**Level 2**

**Collective Action**
Build coalitions of Alliance members in pursuit of systemic change around the most pressing issues facing young people, impacting opportunity and outcomes at true scale, and ensuring this time of massive disruption leads to more equitable and effective systems.

A Relationship-Centric Approach to Field Building
In the process of fostering collaboration among organizations, we build relationships, establish trust, and develop the mindsets and infrastructure necessary for effective collaboration. Level 1 establishes a strong foundation for Level 2 collective action from our community.
America’s Promise Alliance provides member organizations access to robust programming for both organizational improvement and collective action.
Building a Powerful Community

We are in the process of recruiting organizations to be a part of the “founding community” for our reimagined Alliance. We are focusing on organizations that want to lean into our value of radical support for one another.

Recruit the most inspiring youth-supporting organizations. 5 senior leaders per member organization join our Alliance community. Commit to “radical support” for one another. APA programming organizes effective collaboration. Through effective collaboration, we build relationships and trust. These relationships create a more durable platform for collective action.

We believe, if you want to foster coordination and collaboration, you build relationships. If you want to strengthen a field, create an authentic community dedicated to helping each other.
Both at launch and at maturity, we will be looking to maintain a thoughtful balance among several important aspects of our Alliance community composition.

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<tr>
<th><strong>Size &amp; Reach</strong></th>
<th><strong>Outcome Area</strong></th>
<th><strong>Practitioner / Supporter</strong></th>
<th><strong>Leadership Diversity</strong></th>
<th><strong>Geographic Diversity</strong></th>
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<tr>
<td>A mix of (1) fully scaled institutions (i.e. Boys &amp; Girls Club), (2) up and coming national organizations (i.e. Opportunity Network), and (3) local organizations.</td>
<td>Balance across our four outcome areas (education &amp; youth development, racial &amp; social justice, workforce development &amp; economic mobility, and mental health &amp; wellbeing.</td>
<td>A strategic balance of direct service organizations and the subject matter experts, researchers, advocacy orgs and philanthropists that can accelerate their impact. 70% practitioners; 30% supporters</td>
<td>Ensuring diverse representation among CEO’s and other leaders joining our Alliance and that our community is an affirming place for all leaders and organizations. Over 50% BIPOC CEO’s and other leaders.</td>
<td>Ensuring true diversity of place among member organizations, including size, rural/urban, red/blue, large/small philanthropic communities, etc.</td>
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The aspiration of our community is to reimagine the way the field works together (moving from a stance of competition to one of collaboration), to strengthen our response to the urgent needs in communities right now, to ensure this time of disruption leads to substantive systemic change at national scale, and to build an essential piece of infrastructure that uplifts, supports and amplifies the work of our field.

An engaged & diverse Alliance community

Drives organizational improvement for member organizations

And creates the conditions for successful collective action on key issue areas

Together, this creates a stronger & more connected field

And evolves the way the field does its work, centering equity, sustainability, and mutual benefit

Improving outcomes for young people at scale

Impacting millions of young people supported by our Alliance members annually

Influencing policy, investment, and public will that can reframe conversations and change outcomes at scale

Influencing policy, investment, and public will that can reframe conversations and change outcomes at scale
Alliance Programming Overview
Why We Built a Community That Works on 2 Levels

Rising to meet this moment includes both supporting the complex and urgent needs of young people living through a time of deep challenge and focusing on systemic change that can increase opportunity and advance equity for generations to come. Most collective action spaces only focus on systemic change, ignoring the immediate priorities of member organizations. Our Alliance community intentionally works on both levels, and we offer robust programming to support our work in each area.

The Focus of Our Alliance Community & Programming

- **Level 1** Organizational Improvement
- **Level 2** Collective Action
Level 1 – Organizational Improvement Program Offerings

The first priority of our Alliance community is to help each member organization increase their impact and scale their reach. Level 1 program offerings are designed to drive these efforts.

Level 1 - Each Member Receives

✓ Access to leadership cohorts for 5 senior leaders per organization
✓ Opt-in, multi-month program tracks focused on specific deliverables encompassing either (1) programmatic innovation or (2) evolving the practice of our organizations.
✓ Community-driven strategic support for the top challenges/opportunities for each member organization annually
✓ Community-wide programming for learning, sharing, dissemination, and rapid response
✓ Participation in Annual State of the Field research
✓ Access to resources and opportunities provided by the APA supporter community
✓ Invitation to our Alliance annual convening
Level 2 – Collective Action Program Offerings

In our “Level 2” work, our community identifies the most important issues facing young people and builds powerful coalitions of member organizations in pursuit of specific, systemic, field-level change. APA will support 2-4 issue areas at any given time.

Level 2 - For Each Issue Area, We:

- Build powerful coalitions of Alliance members
- Establish specific goals, timelines, and a theory of action to drive change
- Conduct youth-centered national research on the issue
- Launch national communications campaigns that center first-personal storytelling of young people’s lived experience in that issue area
- Provide support for policy work, centering young leaders and practitioners in the policy process
- Support local activations and demonstrations that can serve as proof points and rally new supporters
A Robust Support Network

America’s Promise Alliance facilitates the collaboration and action of a large and impactful national community.

Our Community

- Hundreds of practitioner & supporter organizations and thousands of leaders in the field.
- Leaders make a commitment to help each other with the most important issues facing our organizations.
- Through helping each other, we will build relationships, trust, and the infrastructure for collaboration.
- Through the power of our collective perspective, we will identify the most powerful areas for collective action.
- Through a strategic and coordinated response, we will drive systemic change on our selected issues.

Level 1

- Org Improvement
  - Leadership Cohorts
  - Program Tracks
  - Strategic Support
  - Community-Wide Programming
  - State of the Field Research
  - Resources & Opportunities
  - Annual Alliance Summit

Level 2

- Collective Action
  - Issue Selection & Coalition Building
  - National Research
  - Storytelling Campaigns
  - Policy
  - Local Activation

Impact

- **Level 1** – Improve outcomes and scale reach of member organizations, serving millions of young people annually.
- **Level 2** – Achieve specific, systemic-level change in our selected issue areas.
- **Overall** – Build a sustainable and active community of organizations and leaders that drives greater sharing, learning, collaboration, innovation and equity in the field.
Our Alliance is designed to foster intentional relationship building among leaders and organizations through multiple program offerings.

**Leadership Cohorts**
- **Individual**
  - **Relationships for Me:** Leadership cohorts foster deep, sustained relationships for individual leaders, facilitating learning, support, professional growth, and combating a sense of isolation among leaders in similar functions and similar org stage & size.

**Strategic Support**
- **Organization**
  - **Relationships for My Organization:** By bringing 4-5 organizations together to provide strategic support for an individual member organization, we are building more candid and trusting relationships between organizations and normalize sharing.

**Program Tracks**
- **Shared Function & Priorities**
  - **Relationships for My Priorities:** By creating 3–5-month working groups organized around a specific organizational design challenge, we bring new leaders together around shared priorities. This programming broadens the number of individual working relationships each leader builds in the Alliance.

**Community-Wide Programming**
- **Practitioners, Supporters & Community**
  - **Relationships to Expand My Network:** Our community-wide programming brings practitioner, supporter, and community members together in shared spaces, introducing Alliance members to people they may not meet and interact with in other spaces.

**Collective Action Coalitions**
- **Issue Area**
  - **Relationships for My Issue Area:** By building rigorous working coalitions around key issue areas, we bring leaders together to advance systems-level change in their most important issue areas.
See Appendix
For detail on all Level 1 & Level 2 program offerings
Success Measures, Financial Model & Launch Timeline
What Success Looks Like

America’s Promise Alliance is dedicated the rigorous measurement of the health, vitality, growth and impact of this community. We think about impact on several different levels.

**Community Vitality & Growth**
We will be bringing the best organizations and leaders in deep and sustained working relationships with each other. You will learn about incredible new organizations and approaches and be inspired by those efforts. We will develop an authentic and engaged community. Relationships and collaboration will transcend our Alliance programming. We will be a place that brings you joy and that is highly impactful. New organizations will be joining the community regularly.

**Organizational Improvement**
Participation in our Alliance will help drive program innovation and organizational evolution, helping you to improve your outcomes, develop your leadership, and scale your reach each year. Our program offerings will be highly impactful, efficient and joyful experiences for all participating leaders.

**Collective Action**
We will build powerful coalitions of diverse leaders and organizations, achieving the intended goals of our collective action initiatives, while driving widespread awareness, understanding, and engagement in our issues along the way.

**Demonstrating a New Approach to Field Building**
Together, we will have operationalized our principle of mutual benefit and developed deep and trusting working relationships among leaders and organizations. We will have increased the learning, sharing and support that happens in our field. This “new way of working” together inspires other people to get involved.
Financial Model

Our reimagined Alliance community will utilize a membership model for the first time ever. Membership fees will be highly subsidized by philanthropy for the first four years of our reimagined Alliance. We are working to secure full subsidies for our smallest member organizations.
Launch Timeline

Below is a high-level timeline for some of the next steps as we move toward the launch of this community.

October – December 2021
- Founding Community Recruitment
- Secure Sponsorships for Member Organizations
- Program Offering Refinement & Development
- Alliance Infrastructure

January – March 2022
- New Member Onboarding

April 2022 – June 2022
- Programming Goes Live
- Begin Level 2 Issue Area Selection
In This Section
1. Comprehensive Community Redesign
2. Level 1 Programming Detail
3. Level 2 Programming Detail
Comprehensive Community Redesign
We are comprehensively redesigning our Alliance community to better meet the needs and aspirations of our members. This comprehensive redesign includes coordinated change on many different fronts.

Our Community Redesign Includes

✓ Community composition – Who is a part of our Alliance?
✓ Community purpose & differentiation – What does this community exist to accomplish? What makes it unique from other offerings?
✓ Community programming & APA role – What does APA offer to achieve these goals? What is our role in this community?
✓ Value proposition and membership requirements – What is our value proposition to member organizations and what do we require of our community members?
✓ Membership & financial model – Which membership and financial model best supports this community?
✓ Intended outcomes – What are the outcomes to which we will hold ourselves accountable?
Organizations Working in 4 Outcome Areas

Our community includes organizations working in 4 interrelated outcome areas, operationalizing a more holistic definition of “the field.”

A More Intersectional Community

Young people’s lived experiences are at the intersection of multiple outcomes, yet the field traditionally organizes in more narrow silos, often around a single issue area.

Our community brings together organizations and institutions working in four outcome areas. Our holistic understanding of “the field” allows us to advance insights and solutions that are often missed in other settings. We believe bringing organizations and leaders together across multiple outcome areas will help us identify new insights and design more comprehensive solutions.
Traditionally, only CEO’s are invited to collective action efforts in the field. This serves as a massive bottleneck for the sharing, learning and collaboration that could happen among leaders and organizations. Our Alliance is available to 5 senior leaders per organization.

**Traditional Models**
Only CEOs receive this level of support and networking

**Our Alliance**
Each member organization identifies up to 5 senior leaders

This approach allows functional leaders to work together in communities of practice while providing professional development and access to expanded networks for rising leaders in the field.

* Positions above are examples. After the CEO, each organization gets to nominate the 4 senior leaders they believe will benefit most from engagement in our Alliance.
A Community of Practitioners & Supporters

Our community combines practitioners that support millions of young people annually with the researchers, advocates, and philanthropists that drive innovation and evolution in the field.

Practitioners
The organizations and individuals working on the frontlines with young people every day have an enormous impact on their lives, wellbeing, and trajectories. This work is full of intersectionality, yet practitioners often stay siloed in their individual organizations and issue areas. There is no national platform to seamlessly connect leaders to new ideas, best practices, resources, and opportunities.

Supporters
Philanthropists, corporate partners, researchers, and subject-matter experts, all work to improve outcomes for young people, yet often lack sufficient proximity to the organizations and communities they are trying to support. There is no trusted entity to seamlessly bring these supporters closer to the organizations and individuals that can better inform their efforts and increase their impact.

Bringing Practitioners & Supporters Together
We will thoughtfully connect the practitioner and supporter communities, bringing both sides of the field together. Our Alliance balances both “practitioner only” spaces and opportunities to bring together the practitioner and supporter community for powerful collaborations and conversations.
A Focus on the Most Proximate Organizations

Too often, access to this type of robust support and national network has only been available to the largest, most well-funded national organizations. We are intentionally building a more diverse community.

Community Diversity

We are intentionally designing our community to include organizations most proximate to communities and to local needs. These organizations have been too often overlooked in these national efforts. We recognize the brilliance and potential that exists throughout our field and believe our community is stronger by including a broader range of organizations.

Recruitment Focus Areas

✓ BIPOC-led organizations
✓ Local organizations
✓ Regional chapters of national organizations
✓ Rural communities
✓ Organizations with smaller operating budgets
✓ Youth-led organizations
✓ Community-led efforts
Level 1 Program Offering Detail
Organizational Improvement

In This Section
1. Leadership Cohorts
2. Opt-In Program Tracks
3. Strategic Support
4. Community-Wide Programming
5. State of the Field Annual Research
6. Resources & Opportunities
7. Alliance Annual Convening
Leadership Cohorts

Leadership cohorts are the relational center of the Alliance experience, establishing holistic multi-year relationships among leaders with similar functional responsibilities. Usually only available to CEO’s, our Alliance expands access to this transformative professional/personal support to 5 leaders per organization.

A support network like no other

Leadership Cohort Detail

10 leaders per cohort. Cohorts composed of leaders with same functional expertise (i.e. COO, DEI lead, program lead, etc.) and similar organization stage and size (budget and geographic reach), but across diverse outcome areas.

- Cohorts meet monthly and run for two years. Monthly meetings utilize a defined protocol, designed to deepen relationships, encourage candor, create the conditions for professional growth, and focus on the most challenging and promising issues leaders are facing in their jobs and organizations.
- Each cohort is led and organized by one of the 10 leaders who serves as the peer moderator and is ultimately responsible for the engagement and the quality of the cohort experience. These moderators receive support from APA staff and a small financial stipend from APA.
- APA provides the cohort model, creates cohorts, facilitates cohort onboarding and ongoing support, provides stipends for moderators, and measures the efficacy of the cohort experience.
Opt-In Program Tracks

Leaders will have the opportunity to opt-in to multi-month “program tracks” focused on program innovation and organizational evolution. We will create an intimate experience of 10-20 leaders. Each program track will focus on content that is best developed in partnership with other leaders and organizations. Each program track will end in a concrete deliverable or decision.

Program Tracks Detail

✓ Programming will be designed by a variety of leaders, including: (1) subject-matter experts, (2) APA, (3) Alliance members
✓ Most program tracks are designed to be 3-5 sessions taking place over several months
✓ Intimate cohort of 10-20 leaders to allow for relationship development and co-creation among participating leaders
✓ **Each session is designed with a concrete decision or deliverable leaders can bring back to their organizations**

Examples

• Prepare your pitch to school districts in the era of ESSA. Learn from successful K-12 earned income models and district leaders.
• Developing a youth voice & advocacy 101 program for your participants, learning from the best young influencers in the country.
• Prioritizing equity in your program evaluation. Reviewing & refining your program evaluation and stakeholder feedback process through an equity lens.
• Adding youth participants to your Board of Directors. Designing a program and protocol to implement in your organization.
• What does “back to the office” and “back in the field” mean for your organization? Designing a 2022-2023 operating guidance.
Our Alliance offers strategic support annually to each member organization. Organizations learn from each other. APA provides the structure and facilitation to optimize the impact of this learning.

Harnessing the Lived Experience in Our Community

Our strategic support identifies a single organization’s most important strategic need and matches them with multiple other member organizations who already have lived experience working on that issue.

This strategic support is designed to be a faster, more effective, and more efficient way to provide support on issues that organizations would traditionally bring to consulting firms or try to solve on their own.

We understand the wisdom and the power that exits in the lived experience of our community. We know that these peer-to-peer practitioner conversations are often the most helpful and impactful ways to guide organizations to the best decisions. We know the process of learning from each other deepens our relationships and better prepares us for collective action. And we know this learning and sharing doesn’t happen without someone to plan and coordinate it effectively.

Each member organization should expect to both give and receive this support at least once each year.

APA’s Role in Strategic Support

✓ Annually, APA identifies each member organization’s most important strategic issue.
✓ APA identifies multiple other member organizations with the most relevant lived experience in that issue.
✓ APA helps organize and convene these strategy sessions, identifying the right strategic questions, assembling pre-reads and agendas, and organizing the logistics of the convening.
✓ APA codifies the findings and shares best practices with other organizations, when applicable.
✓ APA organizes the community to make receiving and providing this support sustainable for all members.
✓ Over time, APA develops resources and programming for the most common and important strategic issues facing its member organizations.
Community-Wide Programming

Each month, APA offers multiple options for community-wide programming available to all Alliance members. These sessions are designed to disseminate what is working, to share learnings, to bring leaders together around real-time issues, and to be in dialogue with the young leaders and communities we serve.

Examples

- **New Research Release:** Preview new research with the practitioner who can inform and implement the findings.
- **Community Conversations:** Bringing youth participants and community leaders into candid conversations with Alliance organizational leadership.
- **Member Spotlight:** Highlighting emerging member organizations to the philanthropic community.
- **Resource Preview:** Previewing upcoming resources and opportunities available to member organizations.

- Zoom-based sessions available to all Alliance members
- APA offers ~3-5 community-wide events each month
- Offer a mix of small, intimate conversations and large group sessions
- This programming offers a platform and access to hundreds of organizations and thousands of leaders nationally
- This programming allows us to build relationships and a sense of community outside of our leadership cohorts and strategic support
Each year, APA will conduct a “State of the Field” research report in partnership with Alliance members. This research will draw from both program stakeholders and staff members to understand trends in the field and the reality on the ground for young people in America.

State of the Field Research

✓ State of the Field research engages hundreds of organizations and thousands of young people annually. It is designed to be a resource to both the practitioner and supporter communities.
✓ Research focuses on: the wellbeing of young people; the issues that are most important to the next generation; the most important issues facing our member organizations; trends in the field; and progress against our long-term goals.
✓ Alliance members co-create the learning agenda and research questions each year.
✓ Alliance members have their youth participants and staff complete the survey and participate in the study.
✓ APA conducts the research, analyzes the findings, and creates reports for dissemination.
✓ APA conducts Alliance programming to discuss and interpret the findings and the implications of those findings with the field.
✓ APA communicates the findings and implications to a large and diverse national audience, drawing attention to these issues and reframing conversations in response to the findings.
Access to Resources & Opportunities

Each year, America’s Promise Alliance cultivates and disseminates resources and opportunities for member organizations.

Disseminating Resources & Opportunities

APA makes thoughtful connections between supporters (foundations, corporate partners, etc.) who want to engage multiple organizations in multiple geographies and the member organizations most well-positioned to drive the desired impact in local communities.

APA aspires to both (1) generate additional resources and opportunities for member organizations and (2) bring those opportunities to members as seamlessly as possible.

Examples

- Funding opportunities
- Leadership opportunities for youth participants
- New tools and technologies (assessment tools, mobile apps) for programming
- Access to proven professional development opportunities
- Opportunities for promotion and storytelling on a national stage
Annual Alliance Convening

APA will host an annual in-person convening of its Alliance each year. This in-person experience is designed to deepen relationships among Alliance leaders, set the agenda and priorities for the coming year, and introduce new individuals to the Alliance.

Annual Convening

- Hundreds of organizations and thousands of leaders
- Bringing organizational leaders together with young leaders & community members
- Annual in-person retreat for leadership cohorts
- Sets agenda and priorities for the Alliance for the coming year
- Introduces new individuals to the Alliance
Level 2 Program Offering Detail

Collective Action

In This Section
1. Issue Selection, Coalition Building & Theory of Change
2. Head & Heart Campaigns
3. National Research
4. National Communications Campaign
5. Policy
6. Local Activation
When we go to get something done collectively in the field, we are not turning to a community that already exists and that already works together, where we have established relationships, trust, and the mindsets and infrastructure necessary for effective collaboration.

The first priority of our Alliance is to build this community. Then, we mobilize our Alliance members around the most important issues facing young people.
Collective Action in Our Alliance

We work with our community to identify the most powerful issues for collective action. We then use a mobilize those coalitions in pursuit of systemic, field-level change.

**Issue Selection**
We work with the Alliance community to identify the issues most well-positioned for field-level, systemic change. APA will support 2-4 of these issues at any given time.

**Coalitions of Alliance Members**
We recruit coalitions of member organizations that want to work together to drive change in each issue area. Each coalition works together to specify a specific and targeted systems-level change and develops a theory of action in pursuit of that change.

**Tools for Change**
In each issue area, APA will (1) conduct original research that centers the experiences of young people, (2) launch national storytelling campaigns, (3) provide policy guidance and support, and (4) launch local activations.

**APA Experience**
APA has 13 years of experience building coalitions to drive national issue campaigns and brings that deep experience to this work and to its leadership of each coalition. The redesigned Alliance provides new assets to advance this work.
Issue Selection

We will work with our community to identify the most important areas for collective action. Initial issue areas will leverage APA experience, expertise, and current initiatives.

Selecting Our Issues

We will select our collective action issues using the following process:

- Asking all member organizations, our Alliance trustees, and our Youth Trustees, to nominate areas for collective action.
- Analyzing feedback to identify the issues with the most engagement and promise.
- Talking to leaders outside of our Alliance already working on that issue to better understand the specific change we should seek, the theory of action with the most promise, and the best way to leverage our Alliance in pursuit of that change.
- Asking a subset of member organizations to join a coalition that will work on that issue.

APA Issue Areas

- Reimaging High School & Post-Secondary Pathways
- COVID Recovery
- Racial Justice
- Youth Employment
- Youth Leadership
Head & Heart Campaigns

We believe the wisdom that exists in the lived experience of young people is a powerful lever for change. That is why our research efforts and our storytelling works centers the experiences, perspectives, and aspirations of young people.

In each of our issue areas, we will conduct original research and launch national storytelling campaigns. This combination of “head and heart” can be a powerful lever to drive attention and engage new supporters in our issue area.
National Data To Inform

APA has a deep history of youth-centered research. Leveraging this capability, we will launch original research, in partnership with our coalition members, around each of our selected issue areas.

This data can inform and reshape perspectives around issues, while bringing new attention, supporters, and partners to the work.
In partnership with coalition members, we will conduct national research in each of our selected issue areas. Below is how our Alliance works together to optimize the impact of this research.

Coalition Work on National Research

- Coalition members specify the role research plays in their theory of action.
- Coalition members establish research questions, sample composition for the study & learning agendas.
- APA constructs and executes the research, in partnership with Alliance members.
- APA & coalition members analyze the findings, identify key messages, and create a dissemination plan.
- APA creates the research report and drives the dissemination plan.
- APA introduces the study, findings, and recommendations for implementation to the full Alliance.
- We use data from these studies to inform our storytelling campaigns, bringing the “head & heart” together.
National Storytelling Campaigns

Stories to Inspire

APA will launch national storytelling campaigns that empower young leaders to share their lived experience in each of our issue areas.

This narrative, first-person storytelling on a national stage is designed to reach audiences not already engaged in these issues, to deepen understanding of the issue, to reframe conversations, and to inspire people to action.
Executing National Storytelling Campaigns

In order to optimize the impact of our national storytelling campaigns, we will need to create a big platform to tell these stories, engage the best storytellers in the development of our content, and create smart activation opportunities for our new audiences.

**Big Stage**
Through traditional media, social media, and sports league partnerships, we seek to create a “big stage” through which to share these stories.

**Best Storytellers**
We will recruit the best storytellers in the country to work with our young leaders to tell their stories and to craft the content for our campaigns.

**Smart Activations**
Each national campaign will include targeted activations that allow our designated audience to take impactful first steps into these issues and into our theory of action.

**New Audience**
If successful, these campaigns will increase attention, deepen understanding, and increase engagement among individuals not previously invested in our issue area.
APA Policy Contributions

✓ APA’s policy team will work with each coalition to understand the legislative opportunities, challenges, and previous efforts in that issue area.
✓ The coalition will assess policy options and integrate those considerations into their theory of action.
✓ APA will recruit young leaders, community members, and practitioners to support these policy strategies.
✓ APA will connect the coalition to the public leaders most well-positioned to drive change.
✓ APA will help direct and coordinate the policy efforts of each issue area coalition.

True progress in many of our issue areas will require policy change at both the federal and local levels. APA will provide policy expertise to each coalition. APA’s policy work will center young leaders and practitioners in the policy process.
Local Activations

True progress in many of our issue areas will also require local action in our target communities. APA will help design local activations, recruit Alliance members to drive those local efforts, and measure the efficacy of each effort.

APA Local Activation Contributions

✓ APA’s policy team will work with each coalition to understand the opportunities for local action that can best support the work of the coalition.
✓ The coalition identify target communities and the activations that can best engage them in the work.
✓ APA will recruit Alliance members and young leaders in these target cities to support these activations.
✓ APA will help direct and coordinate local activation efforts.
✓ APA will design evaluations and evaluate the efficacy of these efforts.