**Boldline Accelerator Application**

**Name of Organization Submitting Partnership:** Deloitte Consulting LLP

**Full address and postal code:** 1919 N Lynn St, Arlington, VA 22209

**For profit or not for profit:** For profit

**Industry affiliation (ie. Health care, aviation, energy):** Professional services, cross-industry – Consumer & Industrial Products, Energy & Resources, Financial Services, Life Sciences & Health Care, Manufacturing, Public Sector, Real Estate, Technology, Media & Telecommunications

**Links to biographies of the participants or LinkedIn profiles (preferable)**

Ambassador John A. Heffern: <https://en.wikipedia.org/wiki/John_A._Heffern>

Chris Dunnett:<https://www.linkedin.com/in/chris-dunnett-2b034a78/>

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**Has your organization partner with the U.S. Government? Describe.**

Our Federal Government Services teams bring fresh perspective—from inside and outside government—to help solve our nation’s biggest challenges. People, ideas, technology, and outcomes—all designed for impact. Deloitte has worked for and collaborated with the U.S. Government entities that span the national, state and local levels and include civilian, defense and national security, and healthcare sectors.

**What stage is your partnership business plan (new idea, existing program going to scale)?**

Our partnership business plan builds upon existing relationships and programming applied in a new context.

Our partnership is developing idea an established partnership agreement across organizations. To date, we have convened State Department stakeholders, the Global Good Fund, Deloitte Consulting LLP and affiliates (i.e., Global Equality Fund), and social enterprises. We have conducted an initial visioning session that has started to assemble organizational resources and networks.

**Proposal Information**

Problem Statement (250 words max): Describe the problem you are trying to solve and any relevant background information. Address the impact and innovation potential of your idea given the status quo.

*Partnership opportunities between the public, private and social sectors are largely unexplored and rarely place emphasis on how existing assets (e.g., infrastructure, data, talent, etc.) can be repurposed to benefit each partnering entity. Whether it is the desire to drive mission progress or core business objectives, there is enormous potential to identify cross-sector partnership opportunities and maximize the value of each sector’s existing resources. More specifically, the Department of State’s (DoS) American Spaces provide a canvas to act on the untapped assets across the public, private, and social sectors to drive mission progress for DoS and social progress in the communities in which American Spaces operate.*

*By engaging partners across the public, private, and social sectors, American Spaces can build more impactful, localized, and adaptable programming across their network of physical spaces to reimagine how these spaces are utilized to drive societal progress, capitalize on underutilized space, and enhance community connections around American Spaces. Working in partnership with the Global Equality Fund (GEF), the International Information Programs Office (IIP), The Global Good Fund (GGF), among others, we can start by building on existing work of GEF to repurpose American Spaces as places committed to advancing and protecting human rights and catalyzing an opportunity to link local activists and movements with international diplomacy and business sector support. Initial usage of American Spaces could include providing training locations for regional and local governments, activists, health care workers, and business leaders working in conjunction with the GEF program.*

Idea (250 words max): What is the core concept for the partnership?  How will working in a partnership obtain the outcome that is required?  How does this align to U.S. interests?

*The core concept of the partnership is aligning assets across public, private, and social sectors for for a localized and impactful approach across the world. Specifically, the partnership convenes top organizations across to amplify the value of American Spaces and its ecosystem. We have established a network of partners that are experts in international programming (Global Equality Fund), leadership development and community engagement (Global Good Fund), physical space access and practices (American Spaces), and strategic & operational management expertise (Deloitte Consulting).*

*Catalyzed by the Boldline program, our partnership would adopt the following approach:*

1. *Mentoring -- Boldline would incubate and accelerate proposal partners and align them with key government networks/resources*
2. *Visioning -- Identify key opportunities to unleash value of American Spaces, how each convener can contribute, and high-potential location(s) to pilot a partnership based on priority areas in each geography and a localized quantitative assessment to understand social challenges in a particular geography*
3. *Design -- Facilitate interactive workshops on how American Space(s) can be used to build human rights partnerships with local communities at specific pilot locations*
4. *Develop & Pilot -- Conduct demonstration projects at 3-5 specific pilot locations around the world*
5. *Refine & Scale - Develop partnership playbook that enables American Spaces to build localized programs to extend interests of the DoS and drive social progress for local communities*
   1. *Our partners see this tool as a mechanism to translate broader priorities to impactful and actionable solutions for American Spaces and equip in-country teams to determine how to enact an adaptable model with new partners within their local context*

*Potential outcomes of the partnership include:*

* *American Spaces Playbooks to empower Spaces to build localized and adaptable programming to enhance local missions and improve the American image abroad*
* *Programming Model across key social themes that can be scaled across American Spaces that share similar priority areas*
* *Strategy to identify and implement impactful programs across the network of American Spaces to grow American influenced businesses, leaders, and immigrants*

Resource Requirements (250 words max): Describe what is needed to implement your idea (resources, *stakeholder buy-in, legal requirements, etc.). Address the feasibility of your idea.*

*The following table outlines resource requirements to take this partnership from concept to pilot.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Pilot Prep Phase** | **Activities** | **Resource Requirements** | **Stakeholder Buy-In** |
| ***Visioning*** | Identify key opportunities to unleash value of American Spaces, how each convener can contribute, and high-potential location(s) to pilot a partnership based on priority areas in each geography and a localized quantitative assessment to understand social challenges in a particular geography | -Time needed to conduct initial diagnostic of American Spaces, high potential locations and potential participants from local communities | -Key contacts at high potential American Spaces locations that are interested in pursuing opportunities to repurpose space  -Other key stakeholders are part of this partnership proposal |
| ***Design*** | Facilitate interactive workshops on how American Space(s) can be used to build human rights partnerships with local communities at specific pilot locations | -Time needed to design and facilitate workshop  -Cost coverage for site-visit(s) to facilitate workshop(s) and conduct key stakeholder interviews | -Key contacts at high potential American Spaces bought into a series of workshops and interviews  -Local partner organizations bought into series of workshops and interviews on how they can play a role in repurposing American spaces |
| ***Develop & Pilot; Refine & Scale*** | -Conduct demonstration projects at 3-5 specific pilot locations around the world  -Develop partnership playbook that enables American Spaces to build localized programs to extend interests of the DoS and drive social progress for local communities | -Time needed to develop programming and content for partnership playbook  -Cost coverage for any services needed to create final playbooks (e.g., printing, translation) | -Key contacts at selected American Spaces and participants from local communities bought into concept and committed to using playbook |

Best Potential Partners (250 words max): Describe ideal partners (from 2-10) or types of partners that would make for a successful partnership.

*Through strategic partnerships with the following public, private and social organizations, we have an opportunity to maximize the impact of American Spaces, while driving mutual benefit for partner organizations:*

* ***Deloitte -*** *The Convener / Implementer, multi-national corporation with global social conscious, focus on social innovation and desire to use international member firms as a volunteering force. Deloitte uses strategic partnerships and project implementation experience to convene thought leaders and unleash untapped value for its clients* + *draws on vast network of social entrepreneurs to provide purposeful change and transform institutions and cultures worldwide*
* ***International Information Programs (IIP) -*** *The Facilitator, has a rich partnership history, portfolio of 600+ American Spaces, and desire to create the most impactful and local programming choices across their physical spaces. IIP uses these spaces to support people-to-people conversations on U.S. policy priorities within their overseas network of American Spaces.*
* ***Global Good Fund (GGF) -*** *The Leadership Developer, world renowned leadership development organization with network of international leaders and mentors. GGF invests in and develops the human capital of high potential leaders committed to tackling some of today’s greatest social challenges*
* ***Global Equality Fund (GEF) -*** *The Programmer, multi-national organization dedicated to global programming, justice initiatives and emergency assistance. GEF conducts human rights training on the basis on location condition and need*
* ***Local & Regional Communities -*** *The Driver, local governments and community leaders and activists. In-country networks will heavily inform localized approach to maximizing value of American Spaces and will be critical to forming meaningful connected and lasting change*

Ideal End State (150 words max): Describe what success will look like with the implementation of your idea. Address the impact of your idea and its innovation potential.

*As our partner organizations develop deeper connections and identify how best to contribute to the public, private and social partnership, we anticipate both near and long term benefits.*

***Near Term***

*Working in partnership we can build on existing work of the Global Equality Fund (GEF) to repurpose American Spaces as places committed to advancing and protecting human rights and catalyzing an opportunity to link local activists and movements with international diplomacy and business sector support. Initial usage of American Spaces could include providing training locations for regional and local governments, activists, health care workers, and business leaders working in conjunction with the GEF program.*

***Long Term***

*Our vision is to develop a proactive and holistic view of how we use American Spaces, and build an approach to harnessing American Spaces to enable 21st century diplomacy and better utilize real estate portfolio in a manner that is:*

* *Localized*
* *Scalable*
* *Sustainable*
* *Adaptable*
* *Impactful*

*Broader value of partnership would include:*

* Proven partnership model that can drive the mission of GEF forward at selected pilot locations, while building a foundation for partnerships around additional topical areas
* Evaluation framework for effectiveness of partnership at pilot locations
* Increased local engagement via programming