



TEN-YEAR STRATEGIC PLAN

1/1/2016-12/31/2025

www.YouthUSA.net

Youth Achievers USA Institute

20-4945833

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ABOUT US

YOUTH ACHIEVERS USA INSTITUTE (YouthUSA) is a 501c3 Public Charity incorporated in Delaware on 9-11-2006. Our required tax return is submitted to the U.S. Internal Revenue Service (IRS) on form 990EZ. This return is augmented by public accountability through Guidestar, Inc. Our Guidestar public report can be viewed on-demand at: <http://www.guidestar.org/organizations/20-4945833/youth-achievers-usa-institute.aspx>

Board of Directors

Yvonne Griswold
Robert Selders
DeLon M. Stradford
GySgt Eric Stradford, USMC Retired
Curtis Word
Rev. Kristen Simpson
Mrs. Stephanie A. Stradford
Position Vacant
Ms. Evelyn Armstrong (Deceased 1-10-2015)

Institution Affiliation

U.S. Government
Affordable Business Solutions
Digital Hard Copy, LLC
Veteran, U.S. Armed Forces
Education Services
Messengers 4 Christ Ministries
YouthUSA CEO
Merck & Co. (Retired)

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OUR MISSION

The mission of YouthUSA is to build capacity around youth, ages 7-24, empowering them to believe and achieve their Spiritual, Physical, Social, Financial, Educational, Professional and Recreational goals.

To accomplish its mission, YouthUSA has developed economic programs to engage and sustain caring adults as economic stakeholders in community reinvestment activities that support positive youth development.

Our economic programs commonly address the need for a caring adult mentor for each participating youth; safe places for young people to learn and grow; introduce them to a marketable skill through effective education; and seek opportunities for youth, their families and communities to give back through meaningful service.

Although all of our programs are open to any qualifying youth, YouthUSA is focused on meeting the needs of historically disadvantaged young people, especially those from low and moderate-income families.

In 2014, YouthUSA invested \$13,000 toward identifying and engaging prospective partners in a NATIONAL LEARN-2-EARN demonstration project. Ongoing efforts seek to sensitize prospective institutional partners on the need for collaborative economic security strategies.

- The Corporation for National Service - AmeriCorps
- The White House -- My Brother's Keeper
- Richard Allen Foundation - Historical Black Church Movement
- U.S. Marine Corps Gang of 30`
- Drexel University College of Computing, Informatics and Technology
- Presby's Inspired
- Merck Co.
- Howard University College of Pharmacy
- Operation Hope
- Southern Christian Leadership Conference
- The King Center

OUR VISION

Stronger leadership at the community level ultimately supports an historic vision of our nation's future. America's founding fathers, in their framework for "a more perfect union," endowed future generations with a chance for life, liberty and pursuit of happiness. Yet, in each generation since, WE THE PEOPLE have fallen short of achieving the domestic tranquility essential to securing the blessings of liberty for all American children.

YouthUSA seeks to build on promises ordained and established in the Constitution for the United States of America by valuing our citizens as community assets where they live, learn, work and worship. In the simplest terms, we can reduce liabilities and threats on Our Street, USA by increasing our assets and the value in our futures.

A collaboration of twelve federal departments and agencies that support youth, created a definition of positive youth development as "an intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youths' strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths."

Our values-based approach to Positive Youth Development is economically quantified by Money-n-the-Bank. In 2015, YouthUSA seeded a \$5 million endowment established as The J.D. and Laurena Walker Fund. This fund supports annual operating budgets of \$500,000 from January 1, 2016 to December 31, 2025.

In 2015, charitable investments from The Evelyn Walker Armstrong Charitable Remainder Trust, Merck Foundation, several individuals, as well as Eric and Stephanie Stradford established \$250,000 in bank assets supporting this 10-year strategic plan.

OUR STRENGTHS

On 9-11-2006, YouthUSA incorporated in Delaware as an economic development organization which enhances quality of life through human services such as goal setting, financial literacy, capacity building and social enterprise development.

YouthUSA has maintained a corporate presence since its early development as a “beyond the church walls” faith based ministry. Our experience in mobile deployment of community development strategies offers investors a shovel-ready resource for building trust and equity among low income Americans. In hindsight we see a recurring need for improvement in race relations, income disparity, prison reform and a myriad of social justice concerns threatening our American economy. Over the course of two decades (1996-2015), our founding directors embraced youth, ages 7-24, and qualified them as economic beneficiaries based on programs and policies available through our federal government. In 1994 our participation in the Telecommunications and Information Assistance, AmeriCorps and Health and Human Services Programs revealed countless under-accessed economic opportunities for addressing long-term disparities. In 2002, Arthur Fletcher, a former Assistant U.S. Labor Secretary re-pointed our developmental efforts to National Security threats faced by everyday Americans where they live, learn, work and worship. Dr. Fletcher’s commitment to community reinvestment secured startup funding for Dr. Leon Sullivan’s Opportunities Industrialization Centers (OIC) and provided early insight on the Community Development Financial Institutions Fund (CDFI Fund); particularly New Market Tax Credits which offered wealthy Americans a vehicle for reinvesting in the needs of the poor while generating income from their tax savings

We learned from the late Dr. Arthur A. Fletcher, father of the Affirmative Action Enforcement Movement, “If you can read, write, calculate, communicate, think, reason and use good judgment, you are educated, and therefore, trainable. Once trained, a human resource can reasonably choose to be an asset, and not a liability to society and the economy.”

The United States Government (45 CFR, Chapter XXV, § 2520.30) defines “community assets” as information that strengthens our ability to meet community needs.

OUR CHALLENGES

Our greatest challenge in moving forward toward becoming that “more perfect union” has been characterized by national leadership as a “gulf of mistrust.”

A federal program such as ASSETS FOR INDEPENDENCE requires a charity to partner with a bank to assist a low income citizen in achieving economic inclusion. The low income citizen trusts money in his hands, which earns no interest rather than money in the bank which might someday earn interest. The absence of trust between people and institutions challenges every strategy, every program and every investment by well-meaning citizens for the benefit of economically challenged neighbors.

This gulf of mistrust threatens the lives of law enforcement personnel, boys and young men of color, and innocent bystanders while increasing the cost of governing law abiding citizens.

Bridging the Gulf of Mistrust equates to increased trust in our institutions, particularly those institutions designed to enhance life, liberty and pursuit of happiness. Our challenge in addressing the “Where do we go from here?” question is perhaps oversimplified in the response, “one small step toward a more perfect union.”

Over the course of this strategic plan, our goal needs to be to identify the poorest who are ready, willing and able to partner with our richest citizens. A more comprehensive branding, marketing and public relations campaign is needed to improve our commitment to “friend-raising.” The cycle is compounded by the fact that friend-raising requires fundraising.

OUR STRATEGY

ENGAGEMENT

In 2015, Youth Achievers USA corporate leadership began engaging current and prospective board members in hands-on wealth management learning. The purpose of this leadership development activity is to ensure the economic needs of our beneficiaries are addressed through our charitable work.

SUSTAINABILITY

In 2002, as an emerging public charity corporation, YouthUSA established a virtual workplace using online collaboration software. Since that time, cloud-based technology has evolved to support document sharing, meetings and on demand interaction from computer desktops.

The virtual corporate model has provided YouthUSA with the means to survive macro and micro changes in the nonprofit industry to the extent that we can operate debt-free from any community in the United States. In 2013, threatened by an End of Life online product decision by a major corporation, YouthUSA successfully transitioned its virtual operations to a Microsoft Cloud environment. A TRAIN-THE-TRAINER program provides low income community entrepreneurs with affordable access and start-up assistance for engaging youth and caring adults in revenue-generating activity.

OUR STRUCTURE

BOARD OF DIRECTORS

YouthUSA Corporate By-Laws establishes a minimum of seven elected directors as “members” of the corporation. Section 7.1 establishes that officers of the Corporation shall consist of a Chair, Vice Chair, Corporate Secretary, Treasurer, and such other officers with such powers and duties not inconsistent with these Bylaws as may be appointed and determined by the Board of Directors. The same person may hold any two offices, except those of Chair and Corporate Secretary.

EXECUTIVE STAFF

Executive staff to manage day-to-day work includes a Chief Executive Officer (CEO), supervised by the Board Chair, a Chief Financial Officer, and a Chief Information Officer, supervised by the Chief Executive Officer. Executive staff is funded in the Administration and Compliance section of the annual budget. Executive staff's commitment to social enterprise, grassroots community reinvestment and virtual online meetings is a key factor in sustainable operations.

PROGRAM TASK FORCES

To ensure transparency and equitable inclusion for youth beneficiaries and caring adult stakeholders, program task forces characterize the structure of a task-organized charity.

Elected directors, as task force chairs, provide oversight through their leadership and on-demand access to program task force discussions. Through task force participation, board leadership can monitor performance, evaluate outcomes, and develop policy.

COMMUNITY ASSET MANAGERS

A Community Asset Manager (CAM) is one of 20 caring adult stakeholders identified with each YouthUSA Beneficiary. CAMs support the work of one or more program task forces supervised by an elected director. The CAM is the only caring adult from a whole village of caring adults who qualifies to receive compensation. The corporate vision for this human capital asset is a social entrepreneur participating in the corporation's revenue generating social enterprise strategy.

OUR PROGRAMS

The J.D. and Laurena Walker Fund

Budget: \$256,000

Category: Youth Development, General/Other

Grant Making

Affordable Housing

Community Development

Community Services

Revitalization and Stabilization of Low- and Moderate-Income Areas

Arts and Culture

Population Served:

Youth in Low Income Families

General Public/Unspecified

Veterans

Blacks

Program Description: This development program supports grant-making through qualifying youth beneficiaries. In 2015, the program sought to collaborate with WEALTH MANAGEMENT and ASSET BUILDING partners to structure LIFE LONG LEARNING activities for low to moderate income families. The fund honors holistic human investment by Americans such as J.D. and Laurena Walker of Philadelphia. These “ordinary” people left a legacy of self-help, self-improvement, collective faith, work and service. The development fund, established by Evelyn Walker Armstrong, daughter of J.D. and Laurena Walker, supports a \$5 million financial goal for annual funding and management of YouthUSA Economic Fellowships. A YouthUSA Fellowship establishes a financial foundation (Individual Development Account or IDA) for a beneficiary’s learning, housing, and economic sustainability.

Program Long-Term Success: Since 1996, 89 youth have identified themselves as community assets where they live, learn, work and worship. Each beneficiary has posted seven Money-n-the-Bank Goals, built a whole village of caring adults and started a financial savings relationship with a bank, a credit union or with YouthUSA.

Program Short-Term Success: Each year, the fund has supported qualifying beneficiaries with a dollar match toward financial savings. In doing so, the fund demonstrates increased “interest” in American youth by increasing the value of their savings.

Program Success Monitored by “Money-n-the-Bank”: Evaluation of individual goals, actual savings and demonstrated commitment by caring adult stakeholders to complete FDIC Financial Literacy offers economic measures for this program.

Program Success Examples: YouthUSA Financial Fellowships will be established for the first 12 beneficiaries once an appropriate account management product has been secured.

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OUR PROGRAMS

THE ANNUAL YOUTH ACHIEVEMENT AWARDS

Budget: \$48,000

Category: Youth Development, General/Other

Community Development

Community Services

Revitalization and Stabilization of Low- and Moderate-Income Areas

Arts and Culture

Population Served:

Poor/Economically Disadvantaged, Indigent, General
Youth (7-24 years)

Program Description: THE ANNUAL YOUTH ACHIEVEMENT AWARDS supports the YouthUSA mission with online capacity building. Funding contracts one COMMUNITY ASSET MANAGER (CAM) who provides administrative and technical consultation to design and sustain the on-line application which results in caring adult capacity around qualifying youth applicants. Program expenses maintain interactive web forms, secure collaboration software, travel and lodging to provide technical assistance for qualifying beneficiaries. In 2013 the program qualified one new beneficiary and provided technical assistance to six existing beneficiaries to include Sir Charles Hill, Etoy Ridgnal, Elana Williams-Jenkins, Robert Selders, Mariasonniah Smith and Yvonne Griswold-McNeil. Technical assistance includes advisement of opportunities as a YouthUSA beneficiary. In 2014, 2 new beneficiaries were added, Mariquel Smith and Moet Rose. In 2015, 1 new beneficiary was qualified, Mylan Morisseau. Our deadline for entry each year is April 15th. An End of Life software decision by Adobe Systems negatively impacted the online application process and required our Program Officer to identify a new solution.

Program Long-Term Success: Since 1996, 89 youth have identified themselves as community assets where they live, learn, work and worship. Each beneficiary has posted seven Money-n-the-Bank Goals, built a whole village of caring adults and started a financial savings relationship.

Program Short-Term Success: Financial Literacy provided to economically disadvantaged Americans.

Program Success Monitored by: Individual Testimonies

Program Success Examples: Robert Selders graduated from LSU and has operated a small disadvantaged business for 10 years. Lauren Sullivan Larke Middlebrooks achieved a goal to become a pediatrician. She completed MeHarry Medical School and practices in the Atlanta, GA area. Yvonne Griswold McNeil demonstrates leadership as a national director for YouthUSA. She also serves as an economist for the federal government. Etoy Ridgnal became national director for African American Engagement in support of the Affordable Healthcare Act. She is currently creating awareness and engaging local communities in the president's My Brother's Keeper Initiative. Carolyn Coe is transforming lives as a registered nurse, mother and grandmother. Ricky Hart transformed his desire to be of community service into becoming a Deputy Sheriff. Curtis Word is now fulfilling his goal to invest in other young people through an institution of higher education.

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OUR PROGRAMS

THE AMERICAN MENTOR WIRE SERVICE

Budget: \$48,000

Category: Youth Development, General/Other
Community Services
Arts and Culture

Population Served: Historically Disadvantaged Americans, Youth Beneficiaries, Stakeholders, and Low Income/Moderate Income American Citizens.

Program Description: The YouthUSA news and information program creates learning opportunities in media arts. The service integrates produced informative videos from seven feeder channels, informative feature articles and photographs in an interactive, internet blog format. The service provides beneficiaries and stakeholders with interactive tools for presenting ideas and opportunities for consideration by the YouthUSA Board of Directors.

Program Long-Term Success: Since 1996, 89 youth have identified themselves as community assets where they live, learn, work and worship. Each beneficiary has posted seven Money-n-the-Bank Goals, built a whole village of caring adults and started a financial savings relationship.

Program Short-Term Success: The program has published more than 50 articles, generated 46,934 views of 191 YouTube videos, designed, developed and managed multimedia websites to support community engagement.

Program Success Monitored by: On-Demand Content

Program Success Examples: Joi Butler "I'm a Winner" video and Robert Selders video. Affordable Healthcare Article. Project websites for L2E Partners.

OUR PROGRAMS

TheEnterpriZe Social Enterprise

Budget: \$48,000

Category:

Youth Development, General/Other

Community Development

Community Services

Revitalization and Stabilization of Low- and Moderate-Income Areas

Population Served:

Military/Veterans

Low Income Americans

None

Program Description:

The YouthUSA Endowment Strategy promotes revenue generating small business activity to augment charitable development under the J.D. and Laurena Walker Fund. Social Enterprise hosts subscribing community entrepreneurs at THE CONFERENCE CENTER who engage in the development of a revenue-generating social enterprise. Small Business Presentations are developed by a Social Enterprise Task Force in the virtual online meeting place, THE CONFERENCE CENTER.

Program Long-Term Success:

Since 1996, 89 youth have identified themselves as community assets where they live, learn, work and worship. Each beneficiary has posted seven Money-n-the-Bank Goals, built a whole village of caring adults and started a financial savings relationship.

Program Short-Term Success:

The program has established a small business template to establish caring adult stakeholders as equity partners in a federal contracting firm.

Program Success Monitored by:

Subscriber Program Revenues generated through social enterprise

OUR ANNUAL BUDGET

YouthUSA FY 2016 Projected Budget			
Line	Administration & Compliance Costs	Budget	Appropriation
0	OFFICERS: YouthUSA Board of Directors	-0	
1	CEO	-48000	
2	CIO	-30000	
3	Administrator	-12000	
4	CFO	-12000	
5	Legal	-5000	
6	Accounting	-3000	
7	• Supplies	-5000	
8	• Rent and Utilities	-18000	
9	• Travel and Lodging	-12000	
10	• Delaware Filing Fees	-175	
11	• Other	-0	
12	Administration & Compliance Sub-Total	-145175	
	Program Costs		
13	The Annual Youth Achievement Awards Program	-48000	
14	The American Mentor Wire Service Program	-48000	
15	TheEnterpriZe Social Enterprise Program	-48000	
16	• Program Revenue (<i>Subscriptions</i>)	0	
17	The J.D. and Laurena Walker Program	-48000	
18	GrandMentors House Program	-0	
19	Program Sub-Totals	-192000	
	J.D. and Laurena Walker Fund		
20	Fellowships, Scholarships, Grants (current yr.)	-50000	
21	Fellowships, Scholarships, Grants (following yr.)	-50000	
22	Reserve Investment Account	-58325	
23	J.D. and Laurena Walker Fund Sub-Total	-158325	
	Projected Grants and Contributions		
24	Evelyn Walker Armstrong	20000	
25	MERCK	20000	
26	Eric and Stephanie Stradford	15000	
27	General Public Contributions	140500	
28	Other Charitable Grants	300000	
29	Grants and Contributions Sub-Total	495500	
	Special Projects		
30	Corporation for National Service	-315481	
31	Match Funding	<u>-525000</u>	

32	• Kellogg Foundation	-200000
33	• Knight Foundation	-50000
34	• Kiva	-200000
35	• Other	-75000
36	New Project(s)	0
37	Special Projects Sub Total	-840,481
2013-2014 Grants and Scholarships Paid		
38	Southern Christian Leadership Conference Grant	500
39	Allen Temple AME Church Grant	100
40	Carson Puriefoy Memorial Fund	100
41	Emanuel Tabernacle Christian Church Grant	100
42	Kristen Simpson Scholarship	144
43	Curtis Word Scholarship	144
44	Yvonne Griswold Scholarship	144
45	Raushanah Butler Scholarship	144
46	Baron Coker Scholarship	144
47	Cheryl Graves Scholarship	144
48	H. Ben Williams Scholarship	144
49	Tom Green Scholarship	144
50	Shonda Gladden Scholarship	144
51	DeLon M. Stradford Scholarship	144
52	David Pulley Scholarship	144
53	Drexel University Coll. of Info Science & Technology	2500
54	Howard University Coll. of Pharmacy	2500
51	2013-2014 Grants and Scholarships Paid Sub Total	7384
Fellowships Payable (Available for Federal IDA Match)		
52	YouthUSA Fellowship FBO Yvonne Griswold	2000
53	YouthUSA Fellowship FBO Ashleigh Duroncelet	1000
54	YouthUSA Fellowship FBO Ayana Pendergrass	1000
55	YouthUSA Fellowship FBO Darnell Kirkland	500
56	YouthUSA Fellowship FBO Dorionne Brown	500
57	YouthUSA Fellowship FBO Jamie Hines	1000
58	YouthUSA Fellowship FBO Kristen Simpson	500
59	YouthUSA Fellowship FBO Mylan Morisseau (2015)	500
60	YouthUSA Fellowship FBO Mariasonniah Smith	1070
61	YouthUSA Fellowship FBO Joi Butler	1100
62	YouthUSA Fellowship FBO Mary Pat Hector	1000
63	YouthUSA Fellowship FBO Mariquel E. Smith	500
64	YouthUSA Fellowship FBO Nile Malachi Bennett	0
65	YouthUSA Fellowship FBO Trevon Cryer	0
66	YouthUSA Fellowship FBO Moet Rose (2014)	500
68	Total Fellowships Payable	11170

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