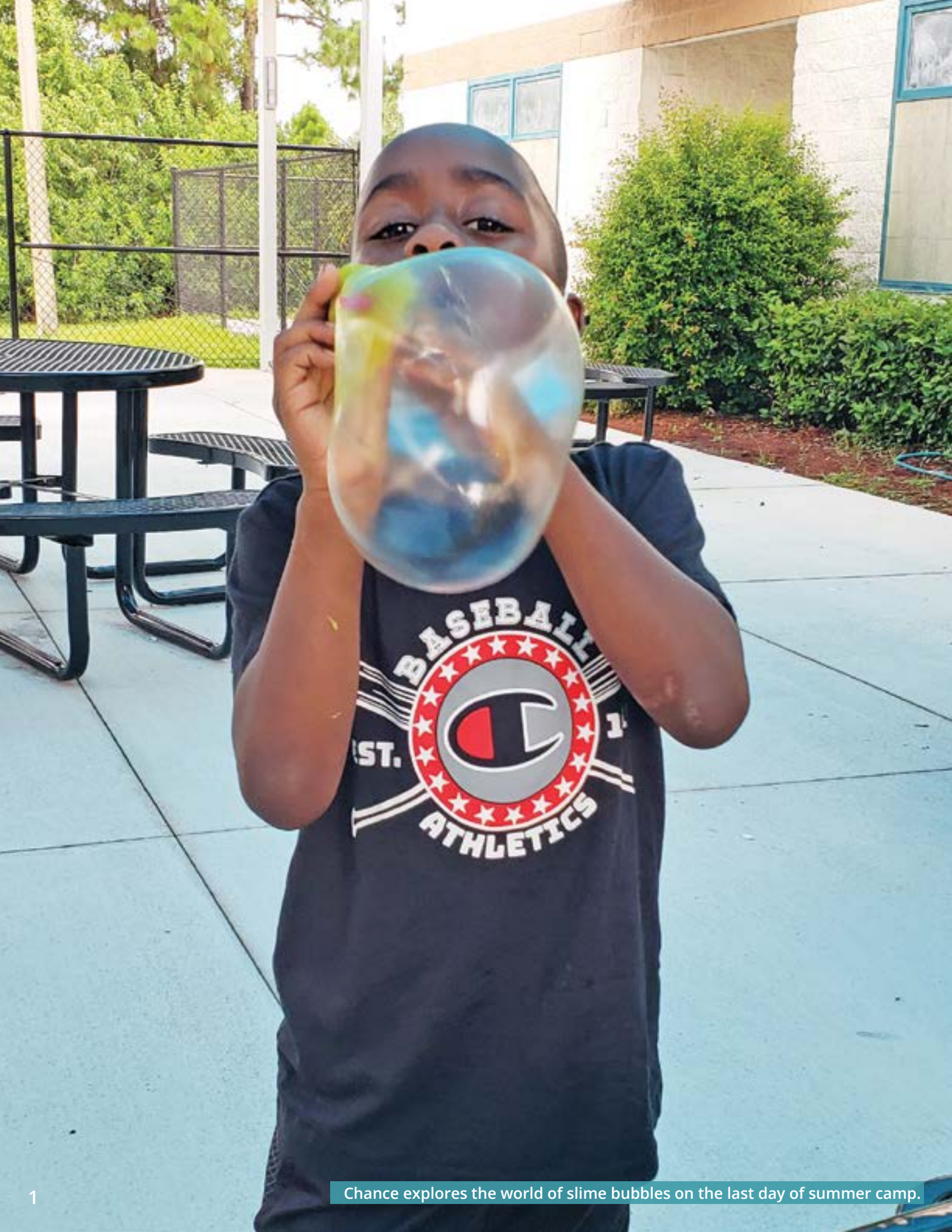


**GIFFORD YOUTH
ACHIEVEMENT CENTER
STRATEGIC PLAN**

**20
21**



Chance explores the world of slime bubbles on the last day of summer camp.

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a word from leadership

On behalf of the Board, we are proud to present our strategic plan – GYAC. 2020. During 2019, and generously funded by George Higgs, we asked our strategic advisor, James Cooke to review our performance. James comes with a lifetime of leadership and strategic coaching skills as well as having led the British Youth Development Program for Mrs. Margaret Thatcher in the 1980's. He worked closely with Angelia Perry, and together they reported to the Executive Board. Their review was accepted in the winter of 2019.

GYAC is an established success. For over 20 years, we have helped each year 200 or more young people optimize their potential at school. We have done this while robustly managing our resources and funding needs. We have no debt. Most recently, in response to the growing waiting list for our services, we have raised \$7 million to double available classroom space. The organization is both a dynamic, reflective, and action-focused one. GYAC 2020, therefore, sets out simply the history, the current issues today, and the four (4) main strategic challenges we will be resolving over the next five (5) years.

We know the next few years are going to be exciting ones. Despite the current threats from the COVID-19 pandemic, the underlying local economy is buoyant, employers have told us how much they are looking for employable young people, and our priority target population in Gifford is a growing one. Resolving the operational challenges we have set for ourselves will lead to our providing an even greater service to our community and to building on our decade of achievement.

So, this plan is a living document. It will be modified in the light of progress, and we will report each year to our Board on the unfolding results. As part of the new thinking, we are looking at leadership and team-building skills, becoming a standard feature of the Center.

Our thanks to all of those remarkable people, supporters, experts, and young people who have made the story a successful one so far and a welcome to you, the reader.

Dr. Deborah Taylor-Long



Chairwoman, Board of Directors
Gifford Youth Achievement Center



Chairwoman
Dr. Deborah Taylor-Long



Executive Director
Angelia Perry



James Cooke
(3/19/1945 – 11/3/2020)

This strategic plan is dedicated to the memory of James Cooke, GYAC's strategic plan advisor.

mission

With God’s guidance, the Gifford Youth Achievement Center, creates educational, cultural and social opportunities that enhance the lives of the youth and families we serve.

vision

Where lives are changed and goals are attained

values

- Respect
- Hope
- Perserverance
- Hard work
- Inclusivity
- Collaboration

founders



Dan K. Richardson
(1919-2014)



Dr. William "Bill" Nigh
(1949-2001)



Dr. A. Ronald Hudson
Chairman Emeritus



Dr. Deborah Taylor-Long
Board member



Joan Woodhouse
Board member

foundation board of trustees



Carter Hopkins
Chairman Emeritus



Todd Fennell
Chairman



Bill Glavin
Vice Chairman



Scott Alexander
Secretary



Rosalen Cline
Treasurer



Lisa Holmes
Board member



Nancy Johnson
(1934-2020)



Norm Rickard
Board member

board of directors



Dr. Deborah Taylor-Long
Chairwoman



Casey Lunceford
Vice Chairman



Denise Smith
Secretary



Ryan Cobb
Treasurer



Rick Chuma
Board member



Marcus Coya
Board member



Brian Curley
Board member



Teddy Floyd
Board member



Lisa Holmes
Board member



Paul Knapp
Board member



Jennifer Moore
Board member



Patti Glavin O'Mara
Board member



Jeff Powers
Board member



Norm Rickard
Board member



Leroy Smith
Board member



Larry Staley
Board member



David Taylor
Board member



Milo Thornton
Board member



Dane Ullian
Board member



Sara Whiting
Board member



Storytime with GYAC Kindergarten teacher, Ms. Singletary.

history

THE BEGINNING

In 1996, Dan Richardson and Dr. A. Ronald Hudson meet at the Gracewood Fruit Company to discuss the development of a youth center in Gifford that would combine education with recreation.

Carter Hopkins joins the Leadership team to fulfill a promise made to Dan Richardson when Dan became ill.

GYAC establishes a partnership with Indian River State College, formerly known as Indian River Community College, to create the Kellogg Academic Program for Success (KAPS). KAPS is created to assist students in 9th-12th grade in becoming first generational college-bound youth. KAPS receives \$500,000 from the Kellogg Foundation. and wins the Equity Award after its first year in existence.

Beyond Special K (BSK) is created to serve the needs of adults and seniors.

The Gifford Youth Activity Center is declared a 501(c)(3) organization in 2001.

The School District of IRC donates two modular classrooms to assist with overcrowding

GYAC hosts the inaugural Dan K. Richardson Awards Banquet. Mr. Richardson was the first recipient of this prestigious award.

1996

1997

1998

1999

2000

2001

2003

2005

2006

Indian River County approves plans for the Gifford Youth Activities Center under management of The Progressive Civic League of Gifford, FL. The groundbreaking ceremony is held on February 23, 1997.

GYAC opened the doors to its 18,000 sq. ft. facility on February 15, 1998.

The Board agrees to expand the Center by 6K sq. ft. due to overcrowding and build a pool next to the Center to decrease the drownings of youth due to a lack of swim instructions and water safety.

GYAC receives the 2005 Outstanding Florida Minority Education Community Award from Governor Jeb Bush.



GYAC is nominated for the United Way of Indian River County's Agency Excellence Award in both 2008 and 2009.

Three more modular classrooms are leased to accommodate yearly waiting lists of 50+ students.



The organization renames itself the Gifford Youth Achievement Center.

Carter Consulting conducts a feasibility study to determine if the community would support a capitol campaign. A "need" of \$7.4M was established: \$3M for the expansion; \$4M for the endowment and \$400K for three years of increased operations.



The Cis and Bill Glavin Educational Center, housing eight classrooms and four offices, opens in May 2019.

2008

2010

2013

2014

2015

2016

2017

2018

2019

2020

GYAC receives the United Way of Indian River County's Agency Excellence Award.

Boys 2 Men 2 Greatness mentoring program is established as a pilot program with grant funding from the Indian River Community Foundation.



The Center's library sustains significant damage due to Hurricane Matthew.

GYAC celebrates its 20th anniversary and kicks off a 14,000 sq. ft. expansion project on June 29, 2018.



GYAC exceeds the \$7.4M "need" in March 2020.



programs

Afterschool Education

GYAC's afterschool education program is offered Monday through Friday for students in grades K - 12. Teachers and volunteers work together to provide students with homework assistance, tutoring, and hands-on learning.

Long-standing community partnerships that include the Vero Beach Museum of Art, Riverside Children's Theatre, Mardy Fish Children's Foundation and the Indian River Golf Foundation enable GYAC to offer a variety of learning experiences beyond the classroom.

With the completion of the Cis & Bill Glavin Educational Center in 2019, GYAC is equipped to serve up to 300 students.

Summer Camp

Students avoid the "summer slide" by attending GYAC's summer enrichment program. Morning activities focus on reading, math and science and prepare students for the upcoming school year.

Afternoon programming includes recreational activities, field trips and motivational guest speakers. The camp's structured schedule allows students to learn and have fun.



Boys 2 Men 2 Greatness

A holistic mentoring enrichment program, Boys to Men to Greatness began in 2014 with a grant from the Indian River Community Foundation. The program's goal is to start male participants, ages 12 - 18, on their journey to becoming productive contributors to society.

Each participant is matched with a Black male role model from the community and together they participate in Saturday Summits twice a month which provide them with academic enrichment activities, personal development workshops, civic engagement activities and guest speakers from all walks of life. These young men also attend an array of educational, cultural, and recreational field trips.



Photos left to right: Mason and Nehemiah enjoying a brain break; Boys 2 Men 2 Greatness visiting Bethune Cookman University on a campus tour.

Scholarships

In 2011, Robert Samuels, who has a history of charitable giving at the GYAC, saw a need for change. He single-handedly reached out to the Center's staff to create a scholarship program designed to transform the trend of African American males not attending post-secondary education. In working closely with students at the Center, Samuels found that it wasn't desire that was creating a barrier in their pursuit of higher education; it was a lack of funds. The Bob & Audrey Samuels Scholarship Fund was created to address this need.

Since 2011, GYAC has established four (4) additional scholarship funds for students pursuing post-secondary education, thanks to donors' generosity. Students can pursue vocational training or enroll in an institution of higher learning.

The scholarship funds now include the Jeanne B. Cleaver Scholarship, the Kathleen Westbrook Scholarship, the Liz and Nick Melnick Scholarship, and the Marjorie Hopwood Richardson Scholarship. Each scholarship recipient is eligible to have their scholarship renewed for up to four (4) years.

Since 2011, over 80 students have received scholarships totaling over \$330,000.



Beyond Special K (BSK)

Beyond Special K is an all encompassing program designed for adults and seniors that addresses mental, spiritual and physical well being. Daily activities bring together individuals with the purpose of promoting socialization, learning and community building.

BSK activities include: exercise classes, Bible study, social outings, arts and crafts and special workshops.

The program, started in 2000, has over 100 members and includes a twice monthly food pantry supported by Treasure Coast Food Bank and Shining Light Garden.

The Alzheimer and Parkinsons Association of Indian River County collaborates with the Center to offer respite for caretakers.

Several members of BSK have been involved with the program since its inception.

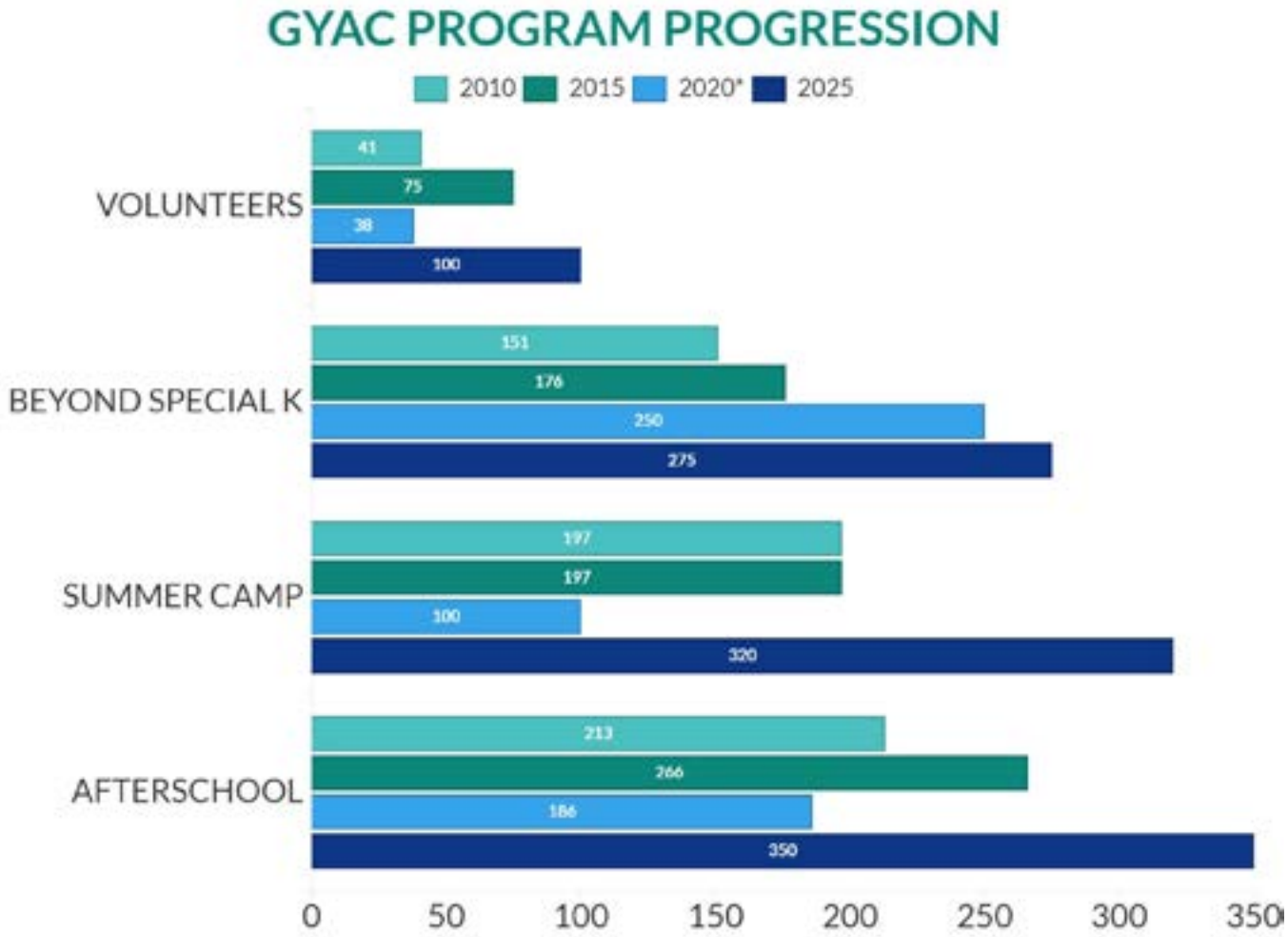


Photos left to right: 2020 GYAC scholarship recipients; Larry Staley and Beond Special K exercise class participants in GYAC's gymnasium.

progression

Program	2010	2015	2020*	2025
Volunteers	41	75	38*	100
Beyond Special K	151	176	250	275
Summer Camp	197	197	100*	320
Afterschool	213	266	186*	350

* Numbers impacted by COVID-19.



Board member Lisa Holmes and volunteer art teacher, Chips Feeley, attending the Jl Art Show with GYAC Dreamchasers.



Volunteer art teacher, Tim Gow, painting with students and afterschool staff, Vera Smith.

priorities

GYAC will continue to manage a robust and financially controlled operation which centers around helping young people succeed at school and in life. We will do this by concentrating on the testing, delivery, and subsequent implementation of our four (4) main operating priorities.

1 Respond to the 2019 Operational Review by improving existing operations and awareness of GYAC in Indian River County

Actionables

- Research, test and implement a marketing and awareness campaign aimed at doubling the student enrollment to 350 by the end of 2024.

2 Research, test, and launch the Center's first Employability Program and develop new programs

Actionables

- Implement action-based research for up to 10 students looking to gain employment to be launched by Autumn of 2022.
- Build partnerships with local employers to deliver internships, mentoring, work experience and training for jobs by the end of 2023.
- Develop a suite of leadership and team-building initiatives that will add to the total GYAC experience.

3 Research and implement a space utilization plan to optimize capacity

Actionables

- Create an expert property advisory group by Autumn 2022.
- Prepare options to maximize income potential from the available 38,000 square feet.

4 Increasing our endowment to \$10 million to ensure financial stability for the future

Actionables

- Devise fundraising campaign by September 2022.
- Target \$10 million by the end of 2024.



here's to another 20 years



GYAC

GIFFORD YOUTH ACHIEVEMENT CENTER

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