

**GATES
Strategic Plan
December 7, 2018**

Vision

People with disabilities reach their fullest potential.

Mission

Advocacy. Navigation. Access. Opportunity.

Supporting statements for the mission:

Advocacy

GATES is a strong, authoritative voice for the delivery of vocational rehabilitation and other services that support people with disabilities.

Navigation

GATES and its partners facilitate the referral of people with disabilities to appropriate services and support systems.

Access

People with disabilities are able to connect to high-quality, innovative vocational rehabilitation services.

Opportunity

People with disabilities have equal opportunity to participate in life's employment and enrichment activities.

Description

GATES is a membership association of accredited expert organizations that provide vocational resources to people with disabilities. GATES is the conductor of the "statewide service orchestra" for vocational rehabilitation and related services.

For its members, GATES advocates for systems change, provides training and professional development, and leads the industry by sharing practices and innovations.

Values

**Innovation
Impact
Inclusion
Quality**

Goals

1. Advocate
2. Educate
3. Operate with Excellence

Strategies & Objectives

Goal 1: Advocate

Objective:

- Increase the number of people with disabilities that receive services each year¹
- Increase the number of people with disabilities placed in employment each year²

Strategies:

A. Influence the way that training and services are made available to Georgians with disabilities.

- a. Establish an annual advocacy plan, with member involvement
- b. Establish relationships with key stakeholders³ to implement the plan; hold regular meetings with stakeholders
- c. Collect and package impact data, communicate intention, and enlist support

B. Organize and share information that supports the GATES advocacy agenda.

- a. Determine a specific data set of 4-5 key points needed from GATES members each year and collect that data to inform the advocacy platform
 - *Utilize a template to report the key metrics to inform the development of communication materials and collateral*
 - *GATES members commit to accountability for reporting*

¹ During FY2018, ____ people with disabilities received services.

² During FY2018, ____ people with disabilities were placed in employment.

³ Key individuals, groups, and community leaders; agency and legislative leaders; and purchasers of services and member organizations.

Goal 2: Educate

Objective:

- Reach 20% of Georgians each year⁴

Strategies:

A. Establish GATES as an expert resource.

- a. Focus relationship efforts on state agencies, legislative leaders, media, faith-based organizations, and employers
- b. Utilizing quantitative data and qualitative success stories, create key messages and craft a business/economic development case for employment of people with disabilities
- b. Assess external, current and emerging market trends to shape GATES' members' strategies
 - *Gather and share data about jobs, employment pipelines, employers, school district observations and needs*
 - *Coordinate with state agencies offering services*
 - *Share with grantmakers and philanthropic leaders*

B. Reach people seeking services and/or people who may be eligible for services but who are unaware of the availability of services

- a. Create collateral, including infographics, fact sheets, enhanced website, social media (digital) campaigns tied to website resources and information, and direct marketing campaigns

C. Explore offering a navigation resource that coordinates referrals for vocational rehabilitation and other services.

- a. By June 30, 2019, create a white paper on the navigation resource concept that includes how a centralized help desk/data center/website could work, how it might be funded, and a timeline for possible implementation.

⁴ 20% of Georgians (of all ages) have a disability.

Goal 3: Operate with Excellence

Objective:

- *An effective membership organization that operates efficiently and accomplishes its objectives.*

Strategies:

A. Define and establish a business model that will allow GATES to achieve its goals.

- a. By March 31, 2019, a task force of 3 GATES members⁵ will review membership criteria and make recommendations to the GATES board
- b. Determine staffing and support needed to achieve the plan
- c. By February 28, 2019, the finance committee will create a funding model that supports the plan

B. Determine an appropriate structure to staff GATES and achieve goals.

- a. By May 31, 2019, a task force of 3 GATES members⁶ will recommend how best to align staffing and contracting with the strategic plan's needs
- b. Set clear, measurable expectations for all contractors by June 30, 2019
- c. Clarify role of board members in implementing strategies by June 30, 2019 (see Responsibility Chart in Appendix A)

C. Determine and implement a working structure for the board that supports the strategic plan.

- a. By April 30, 2019, a task force of 2 people, one a current board member and one a former board member, will review the requirements/expectations for board service to include 4-5 key accountabilities and make a recommendation to the board
- b. The task force will create a one-page document with the accountabilities and each board member will sign it each year
- c. The GATES board will complete a board self-assessment (survey) each year, no later than 15 days before the end of each fiscal year, with discussion about the survey results (with actions to be taken) during the first board meeting of each new fiscal year

⁵ The three people will be one person with longevity and history with GATES; one person who has mid-range experience with GATES; and one person who is relatively new to GATES.

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- d. The GATES board will meet quarterly, with its committees meeting in the months between board meetings (via conference call or web technology)
 - *See Appendix B for board meeting agenda*
 - *The Executive Committee (comprised of the officers: chair, vice chair, secretary, treasurer) will determine the special topic for each quarterly board meeting, review the agenda before it is sent to the board members, and stay on track with the chart of responsibility and other deadlines in the strategic plan*

- e. The board will have 4 committees:
 - *Advocacy, responsible for goal 1*
 - *Education, responsible for goal 2*
 - *Finance, responsible for goal 3, strategies A, B, D, and E*
 - *Board Development, responsible for goal 3, strategy C*

D. Launch all organizational changes, including new strategic plan, during the annual meeting in June 2019.

E. Maintain a member website portal to support members' utilization of data and implementation of GATES strategic plan.

- a. Survey members to determine what information should be housed in the portal
- b. Regularly update information and communicate with members about availability of information and resources via the portal