



GATEWAYS

For Youth & Families

- Shaping young lives since 1890

2010
Annual
Report

December 31

2010

Report to the membership of GATEWAYS for Youth & Families on programs,
financial status and activities of the organization.

Changing it up



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History & Purpose

GATEWAYS for Youth and Families is located in Pierce County, Washington. We provide a wide spectrum of services to children and families with the same pioneering spirit, innovation and common-sense approach our community has depended upon since 1890. That's when our Founding Mothers first incorporated the organization as the Children's Industrial Home and dedicated the organization to improving the lives of disadvantaged and ill-treated children. In 120 years, we have never forgotten or abandoned our roots and original purpose, to serve children in our community and give them the means to grow into successful "industrious" citizens.

Mission:

Shaping young lives,
providing a community
safety net and
transforming families
so they can thrive since
1890.

Core Values:

Personal Responsibility

Self-Reliance

Community Service



President's Summary:

GATEWAYS was again selected for an Best of Tacoma Award in the Social Service & Welfare Organizations category by the US Commerce Association.

As the President, it is my honor to present the annual report to the membership of

Gateways for Youth and Families. I don't know if we will make the US Commerce Association's Best of Tacoma list for a third year, but we definitely deserved the 2010 award. Gateways did more than make significant progress in achieving our long term goals in 2010; we became a national advocate for bona fide improvement in child welfare policy. Gateways for Youth and Families took on an active role in educating policy makers on the state of foster care within the state of Washington and across the nation. Representatives from Gateways attended meetings all across the state and country to support the work of the Foster Parents Association of Washington State and to speak loudly and emphatically against the effects of utilizing a managed care system in foster care. We balanced that with our enthusiastic support for the changes under the Fostering Connections federal legislation sponsored by Washington's own Congressman McDermott, our support for foster parents and launching our program design model for transitional youth. With those efforts, we close the loop on the final goal of the organization's strategic plan first conceived six years ago, to become an exemplary national model and meaningful, necessary voice of reason.

As positive as that sounds, and as pretty as the pictures in this report. It wasn't all roses and dandelions in 2010. As reported last year, our Board of Directors adopted a very conservative spending plan for 2010. We had to take serious measures to conserve our resources and make it through the year, should revenues continue to decline under fallout from the worldwide economic crisis. Although it meant substantial downsizing during the final quarter of 2009 and throughout 2010, the fact that I am still here to craft our annual report is testament to the effectiveness of the plan.

In truth, it got tougher and tougher to handle routine administration, as we cut there to avoid closing programs. During the past two years, I have downsized the admin staff from 10 to 1. Even building and grounds maintenance is being handled with the assistance of volunteers. We can thank the Gateways Foundation for much of the grounds maintenance work. The day-to-day administration of programs was difficult because revenues continued to decline under the cascading effect of the banking disaster of 2008. While it is widely reported that private industry is beginning to recover, governments and nonprofits continue to experience expanding revenue decline and loss of program supports.

The impact of the global recession hastened a board decision on whether or not to close our child placement service. Although the Board had contemplated it for the past 18 months, when the State of Washington implemented across-the-board budget cuts in October and announced that they would be reducing payments to Private Child Placement Agencies by 60% - that was the straw that broke the camel's back. The Board voted to terminate the contract with the state. I penned the letter in December that announced we would be closing the oldest and first placement agency in the state.

Life at Gateways continues to reflect the broader reality of the times. Our Chair remains on active duty in Afghanistan and, yes, the effects of global recession have eaten away at our reserve funds. We suffered losses. The decision to close the placement agency was historic.

But you can be proud to be associated with Gateways for Youth and Families into 2011 and beyond. Despite our severely curbed financial resources, through wise collaborations and limited expenditures we managed to greatly expand the influence and impact of the core philosophies we cherish and the mission we serve. We continue to serve the children and families of Washington State in Gateways style, persevering through hard times and finding a way to change it up. It's the best job in the world and I am grateful that you continue to allow me to serve you.

Melody Curtiss, President/CEO



Programs

We continued to operate as a private Child Placement Agency for foster children throughout 2010, as well as operating a Early Learning Center, and an education, visitation and safe exchange program for improved and appropriate co-parenting after separation or divorce. We increased our

collaborate program offerings both in the work we did with the Foster Parent Associations, and with SSTOPGAP, a joint effort with the Gateways Foundation. We continued our support of Center Force and the Gateways Foundation's farm to table program.

In the Spring of 2009, GATEWAYS For Youth & Families entered into an agreement with the Gateways Foundation to permit them to use the portion of our 33 acre property not utilized by social service programming. The agricultural programs were entirely managed and sponsored by the Gateways Foundation under an agreement that indemnified Gateways for Youth and Families.

This year, the Foundation offered the operation as a work training site for transitional age youth in conjunction with WorkSource's Youth Building team. Next year we will be providing the program piece ourselves as we continue the work we began this year to generate an exportable model for transitional age youth leaving foster care.

We maintained the client resource center at the Bingo Hall in Lakewood, which was utilized primarily in our efforts to support a different type of worker training program, a program for developmentally delayed adults operated by CenterForce. The ELC which opened in June of 2009 finally received a permanent license by Department of Early Learning in the last quarter of 2010. We made inquiry about expanding to an afterschool program at the request of our parents as our first class of preschoolers graduates.

The Foundation was established in 1999 to be a fundraising arm of the organization. In 2005 it was restructured to bring it better into alignment with requirements of nonprofit governance and to establish a more arms-length relationship between the two organizations. Although it is an autonomous body, the Foundation continues to operate with the shared mission to support GATEWAYS for Youth & Families through direct and indirect financial contributions to our operations and programming.



Facilities







We started out with a makeshift growing shed constructed from a few temporary shells left over from the 2009 Farmer's Market, and now we have the first of several real greenhouses at Dyslin Ranch.

Finance

The Bingo Hall in Lakewood continues to be our fallback in rough financial times, and it still contributes up to 35% in revenues for underwriting activities in Family Services and Youth Services. The majority of our expenditures continue to be for direct service personnel in family services and youth services. The Gateways Foundation took over the role of supporting our operations budget in the reorganization of 2006 and pledged \$120,000 for that budget in 2009. The leadership of Gateways Foundation and Gateways for Youth & Families were in agreement that the funding stream that supported operations was declining, and it was anticipated that it would be replaced in 2011 by new funds generated by the Foundation's plan to return the land to its historic use in food production, which also lent itself to better alignment with the organizational mission.





I am pleased to report that as we reach the close of 2010 that we still remain true to our rich history and core values. We don't sit still for long at Gateways, so expect to see us changing it up all through the next decade!

2010 Board of Directors

Jere Hawn, Chair

Tarie Barber, Vice-Chair

Rebecca Cooper, Secretary

Michelle Chenaur, Treasurer

Charles Larsen

Doug Stedge

Steve Finch

Sabra Kelley

Audrey Chase

Melody Curtiss, President –
Non-voting Member

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