



gateway  
center

Changing  
Lives

ANNUAL REPORT  
*2016-2017*



# *Dear Friends & Partners,*

Thanks to you, we have the unique privilege of carrying out the ambitious mission to end homelessness, by providing support and the framework needed to create pathways toward and partnerships with our clients that lead to stability. While Atlanta remains the 'Jewel of the South', the men who walk through the doors of Gateway Center are indeed diamonds in the rough in need of a hand up, not a hand out, to set them on a path toward self-sufficiency.

Our staff could not ask for a better city, than Atlanta, to do our work. The city's commitment to addressing homeless in a comprehensive, systemic manner has allowed us to see a 52% decrease in the number of unsheltered homeless individuals; a 61% decrease in the number of chronically homeless individuals; and a 62% decrease in homeless veterans in our city. **HOWEVER, THERE IS STILL MUCH MORE WORK TO BE DONE.**

2016-2017 was indeed a year full of opportunity that we leveraged for change in the lives of our clients and beyond. We realigned our program services into five core categories to increase service efficiency and capacity; we announced Raphael Holloway as our new CEO; and we launched our first capital campaign since our inception in 2005. The \$3 million campaign will provide the necessary resources to make significant improvements to our facility, which was built in 1979. The enhancements will allow us to create an environment that is more welcoming and trauma sensitive, considering the initial use of the space was incarceration, for those coming to us for support, services and refuge from the bitter weather. Also, an immediate benefit to our clients, in 2016, was the expansion of the Mercy Care Clinic at Gateway Center. The expansion provided an onsite integrated health care model that included medical, behavioral health and dental services.

The Gateway Center will celebrate our 12th anniversary in 2017. As we commemorate this milestone, and reflect on our many accomplishments, we are mindful of the past but remain ever focused and committed to the importance of the next five, 10 and 15 years. We look forward to essentially ending chronic homelessness through partnerships with those in the city of Atlanta who are committed to ensuring our city remains the true "gem" it is, recognizing appropriate shelter as a right and not a privilege.

**YOUR GENEROSITY MAKES IT POSSIBLE FOR ALL WHO COME THROUGH OUR DOORS TO INDEED EXPERIENCE A PATHWAY TO CHANGE!**



Yours in Service,

*Raphael Holloway*  
**RAPHAEL HOLLOWAY**  
Chief Executive Officer



*Jack Hardin*  
**JACK HARDIN**  
Board of Directors, Chair

# *Our Vision*

The Board, staff, partners, and volunteers of Gateway Center are committed to ending homelessness in metropolitan Atlanta through partnerships with like-minded individuals, service agencies, and business, civic, academic and faith-community leaders.

# *Our Mission*

Gateway Center works to end homelessness, and particularly chronic homelessness, by providing the support and framework people need to achieve self-sufficiency.

# *Our Contribution* to the ATLANTA COMMUNITY

Gateway Center provides 352 beds for men who are enrolled in residential programs and actively working to end their homelessness. We also operate a publicly-accessible Client Engagement Center that serves men, women, and children by connecting them to resources and partners in-house and throughout the Atlanta metropolitan area. In addition to our own services, we are the “gateway” to the community continuum of care—we provide information, referral, and contact to drug and alcohol recovery programs, mental care facilities, and other homeless services.

Each of our services, activities, and partnerships are part of our intentional effort to be client centered, trauma informed, utilizing best practices while emphasizing human value and dignity. To ensure the alignment of services, the Gateway Center has focused our efforts into these five (5) core areas:

Gateway  
Center provided  
services  
for **6,056**  
**INDIVIDUALS**  
in fiscal year  
2016-2017.



Housing  
Placement  
and Stability



Health  
& Wellness



Family &  
Community  
Engagement



Job Skills  
Training  
& Placement



Financial  
Literacy



## *Emmanual's Change*

Life was hard for Emmanuel before he came to Gateway Center. Circumstances led him to hopelessness and homelessness. At Gateway Center he found the help and support he needed to stabilize his life and get on his feet. Now Emmanuel is working and thriving while serving as a volunteer with youth at a local YMCA in his spare time. Also, he makes time to return to the Gateway Center to encourage the men who are in the program and serve as an example of what can happen if you commit to the programs and referrals.

### **"GATEWAY REALLY HELPS A LOT OF PEOPLE.**

I know a lot of guys who came here and got themselves situated and they all moved on. It's a good place to be if you're really trying to get back on your feet."



## *Volunteer!*

Volunteers are key to Gateway Center's ability to effectively serve Atlanta's homeless community with dignity and compassion, while empowering those experiencing homelessness to transition towards self-sustainability.

If you're looking for individual or group opportunities, to make a difference and have an immediate impact on someone's life, then volunteering at Gateway Center is the place for you!

Connect with us online at [www.gatewayctr.org/volunteer](http://www.gatewayctr.org/volunteer) or email [volunteer@gatewayctr.org](mailto:volunteer@gatewayctr.org).





# *Year-in-Review*

Gateway Center is proud to collaborate with amazing groups, individuals, church organizations, community agencies, organizations and corporate partners to help tackle the deeply entrenched and complex problem of homelessness. Collectively we have influenced social change in the homeless community and created new connections that will help us make homelessness rare, brief and non-recurring. Thank you for being a part of our success.





# *Program Highlights and Notable Accomplishments*

Gateway Center is not a shelter. In fact, we are a homeless service center. Our center works collaboratively with other agencies to provide the necessary wraparound supports to meet our clients where they are and walk with everyone on their journey toward self-sufficiency. We house **352 beds, 8 residential programs, and 16 on-site partners** who share our vision for Atlanta. Gateway Center offers Non-Residential & Residential programs.

After 11 years serving as Gateway Center's first Executive Director, **Dr. Vince Smith** retired in 2016. Dr. Smith's unparalleled leadership, servants heart and vision to bring an end to homelessness is woven into the fabric of what Gateway Center does to change lives everyday. The clients, board of directors and Gateway Center team extend abundant thanks and gratitude to Dr. Vince Smith for a job well done.

Mr. Raphael Holloway, LPC was hired as CEO and joined the team in July 2016.



## *Programs (Short Term and Transitional Housing)*

**Non-Residential Programs** — provide an array of resources including, but not limited to, access to restrooms, showers, storage lockers, telephones, cell phone charging stations, clothing, laundry, hygiene supplies, health (physical and behavioral) services, emergency food, and referral services.

**Short Term Residential Programs** — provides short-term (up to 90 days) residential services for men experiencing homelessness with services that include screening and coordinated assessment, comprehensive case management services, and linkages to resources and community partners.

**Transitional Housing Programs** — provides housing and supportive services and collaboration designed to move persons experiencing homelessness to permanent housing and sustainable income for up to 1 year.

## *Program Descriptions*

**Client Engagement Center** — serves as a resource center during the day and an emergency response center under special circumstances. Provides basic humane services to give clients a sense of dignity that include access to restrooms, showers, storage lockers, telephones, cell phone charging stations, clothing, laundry, hygiene supplies, health (physical and behavioral) services, and referral services (i.e. ID assistance, and employment resources).

**Clear Path @ Gateway Center Services Only** — connects men, women, and families with the most appropriate housing resources to assist them in ending their homelessness through the Atlanta Continuum of Care. Gateway Center utilizes an industry standard initial screening tool, the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT).

## *Short Term Residential*

### **Veterans Contract Beds (VACB)**

**Emergency** — provides short term beds for up to 60 days to veterans referred to Gateway Center by the Veteran Affairs office located at Fort McPherson.

**Veterans Homeless Program** — provides short-term beds for veterans for up to five days based on their eligibility and needs.

**Clear Path @Gateway Center Residential Program** — 90 day stabilization beds for men who are experiencing chronic homelessness.

**PATH** (Projects for Assistance in Transition) – in collaboration with partner organizations, Gateway Center provides emergency short term beds for individuals with severe and persistent mental health issues.

## *Transitional Housing*

**Veterans Transitional Housing** — provides beds for transitional housing with a maximum stay of up to 2 years. This program is a collaborative project funded by the U.S. Department of Veterans Affairs.

**Upward** — provides beds for up to 90 days and is a residential addiction recovery program designed to support men in their efforts to end their addiction.

**Life Changers** — provides beds for up to 90 days for men in need of housing and employment case management as they re-enter the workplace.

**Resident Intern (RI) Program** — provides beds for up to 18 months. This program is an opportunity for men to first volunteer their time within Gateway Center. After 30 days of success as a volunteer, men can be recommended to become an RI and earn a stipend for their work at the Gateway Center. RIs are clients who have displayed exemplary behavior and determination while in stabilization, but have not yet been able to identify employment opportunities in the community.

Gateway Center collaborates with a wide range of social services agencies working together in an integrated way to promote positive outcomes and make homelessness rare, brief, and non-recurring for those served. Additional partnerships can be viewed at: [www.gatewayctr.org/programs-and-services](http://www.gatewayctr.org/programs-and-services).

- **52% OF TRANSITIONAL HOUSING CLIENTS** are discharged to permanent housing.
- **53% OF CLIENTS** have a source of income at the time of discharge.
- **GATEWAY CENTER RECEIVED FUNDING TO BECOME THE PILOT SITE FOR THE CITY OF ATLANTA'S (PARTNERS FOR HOME) CLEAR PATH PROGRAM**—due to the dedicated work of Gateway Center's Board of Directors and staff. This award allows Gateway Center to collaborate with Partners for Home to launch the city's Coordinated Access Program—Clear Path. The Coordinated Access Program ensures that individuals and families at-risk of, or experiencing, homelessness will have an equitable and centralized process for timely access to appropriate housing and supportive resources utilizing a client-centered approach.

## *Additional Notable Highlights*

In FY17 Mercy Care @ Gateway Clinic clinic provided the following services:

- **652 TUBERCULOSIS (TB) SCREENS** and referred 56 individuals to Fulton County Board of Health for treatment of TB
- **2,021 MEDICAL ENCOUNTERS**
- **1,844 BEHAVIORAL HEALTH ENCOUNTERS**
- **751 DENTAL ENCOUNTERS**

# Program Evaluation Results

## Characteristics at Intake

### Demographics

From July 1, 2016 thru June 30, 2017, Gateway Center served approximately 6,056 individuals—1,003 were enrolled in a residential program.

Among residential clients:

- **85%** were African American.
- **43%** were between the ages of 51-60 years.
- **57%** were veterans.
- **36%** were chronically homeless.
- **84%** had a disabling condition.
- **44%** had no health insurance.

### Program Enrollment

- **On average**, clients stayed in a Transitional Housing (TH) program for 3.6 months and in a Short Term Residential (STR) program for 20 days.

### Last Permanent Zip Code & Prior Night's Stay

- **86%** were from in Georgia. **79%** were previously living in one of the 7 counties served by United Way's Regional Commission on Homelessness. **60%** were previously living in the City of Atlanta.
- **35%** were in a place not meant for habitation before arriving at Gateway Center.

### Housing Barriers

- **56%** have been convicted of one or more misdemeanors.
- **62%** had poor credit.
- **89%** did not have a working car or other reliable transportation to get to work.

### Finances

- **53%** did NOT have any cash income at intake.

## Outcomes for Residential Programs

### Changes in Cash Income & Non-Cash Benefits

- There was a statistically significant increase in the amount of cash income residential clients had from entry to exit.
- There was not a statistically significant increase in the number of clients with non-cash benefits from entry to exit.

### Discharge Reasons

- Discharge reasons for those in a Transitional Housing program were positive (62%), neutral (5%), negative (23%) or other/unknown (11%).
- Discharge reasons for those in a Short Term Residential program were positive (58%), neutral (8%), negative (6%) or other/unknown (27%).

### Discharge Destination

- 52% of Transitional Housing discharges were to a permanent setting and 31% were to a temporary setting.
- 9% of Short Term Residential discharges were to a permanent setting and 48% were to a temporary setting.

## Volunteer Feedback

- Approximately 2,167 volunteers served at Gateway Center in FY 2017.
- 100% of volunteers rated their experience as excellent or good.



# Gateway Center Events



## Human Clay

Human Clay is Gateway Center's signature annual fundraising event. The name is derived from a line in the book, Novels of Balzac that says, "And a conviction brings a salient indefinable beauty into faces made of the commonest human clay."

Support from this event helps Gateway Center raise necessary funds to bring their mission to life by making homelessness rare and brief for those plagued by a displaced situation in metropolitan Atlanta. Funds raised directly support programming such as intensive case management; job readiness training; food services; and other vital supports.



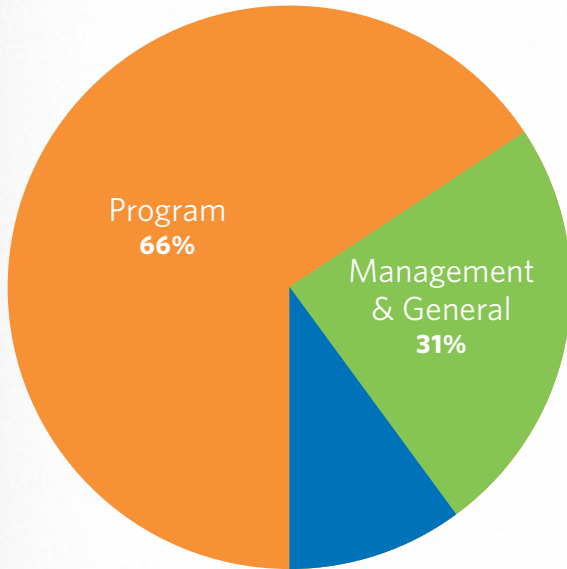
## Drink Beer Do Good™

Max Lager's Wood Grill & Brewery hosts this "Gateway Fundraiser - Low Country Boil & BBQ." event to benefit the Gateway Center. Features include live music, great food and beer.



# Financials

Through the generous support of the United Way – Regional Commission on Homelessness; federal, county and city government, local foundations, and individual donors, we successfully raised funds \$2.8 million to support our mission and services in fiscal year 2016.

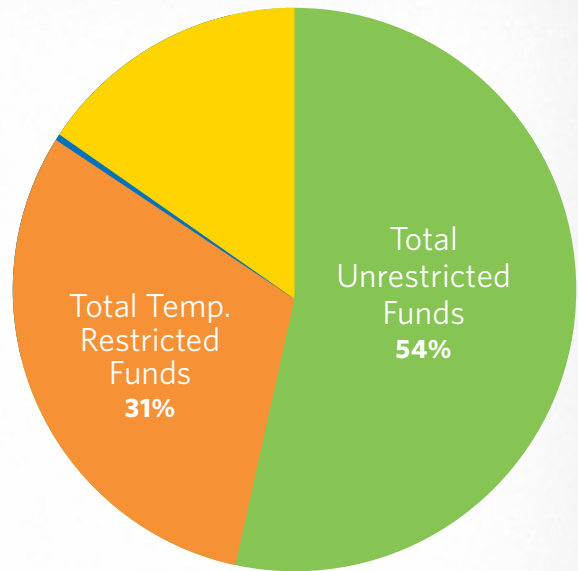


## Expenditures by Cost Drivers

- Program \$1,702,533 / 66%
  - Management & General \$625,002 / 31%
  - Fundraising \$259,699 / 10%
- Total Expenses: **\$2,587,235**

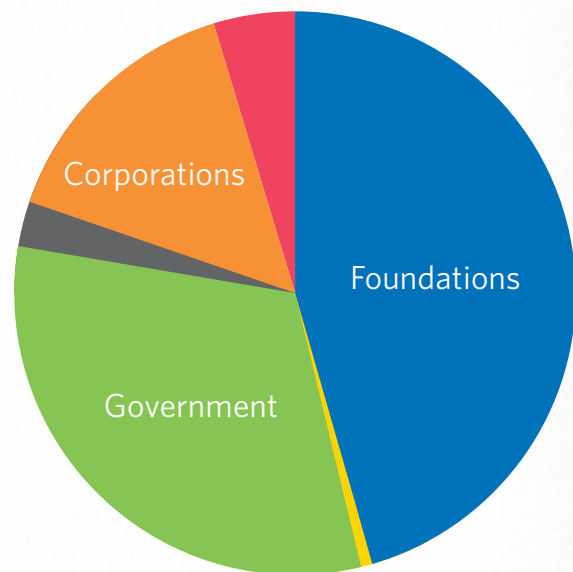
## Revenue by Source

- Foundations \$1,271,684
  - Government \$880,211
  - Fee for Service \$423,572
  - Individual \$127,221
  - Special Events \$68,325
  - Corporations \$10,494
- Total Revenue: **\$2,781,509**



## Revenue by Classification

- Total Unrestricted Funds \$1,488,000 / 54%
  - Total Temporary Restricted Funds \$862,192 / 31%
  - Total Contract Partner Revenue \$423,572 / 15%
  - Total Passive Activity Revenue \$7,744 / 0%
- Total Revenue: **\$2,781,509**



\*The numbers presented in this report are unaudited financials. Our 2016-2017 final audit will be available for review in December 2017.



# *Donors*

A Friend of Gateway Center  
Abreu Foundation  
Amerigroup Community Care  
Atlanta Foundation  
Central Atlanta Progress  
Central Night Shelter  
City of Atlanta - Community Development Block Grant  
Connelly Family Foundation  
Cousins Foundation  
Deloitte  
Department of Community Affairs  
Georgia-Pacific Foundation  
Georgia Power Foundation  
Georgia Tech Hotel & Conference Center  
H. & Wilhelmina D. Harland Charitable Foundation  
Hamilton Family Fund  
Hyatt Regency  
J. B. Fuqua Foundation  
Jarrell Systems  
Joseph B. Whitehead Foundation  
Kroger  
Marsh & McLennan, Agency LLC  
MailChimp  
Max Lagers  
Mayberry Electric  
Members Insurance Advisors, LLC  
The National Christian Foundatoin  
Partners For Home  
PNC Bank  
R. Howard Dobbs, Jr. Foundation  
Quest Community Development  
United Way - Regional Commission on Homelessness  
Sara Giles Moore Foundation  
Sheraton Atlanta Hotel  
SunTrust Foundation  
The Coca-Cola Foundation  
The Ellis Foundation  
The Home Depot Foundation  
The James M. Cox Foundation  
The Kendeda Fund

# *Onsite Partners*

Partners For Home - Clearpath  
Mercy Care Clinic @ Gateway Center  
Mercy Recuperative Care  
Mercy Care PATH  
Georgia Works!  
HOPE Atlanta PATH  
Community Friendship PATH  
Emory School of Nursing  
Department of Family and Children Services  
Back On My Feet  
Crossroads Ministries  
First Step Staffing & Benefits  
Regions Bank  
University Of Parents  
Fulton County TB Outbreak Response Team  
Georgia Mental Health Consumer Network (Double Trouble)  
Narcotics Anonymous

## **College & University Partners** (Interns/Chaplains)

Emory University, Candler School of Theology,  
Contextual Education,  
Morehouse College, Adams and Bonner Scholar Program  
Emory University Ethics and Servant Leadership  
Shepherd Higher Education Consortium on Poverty  
Clark Atlanta University

The Luther and Susie  
Harrison Foundation  
The Rich Foundation  
The Sartain Lanier Family Foundation  
The Tull Charitable Foundation  
The Vasser Woolley Foundation  
United Way - Community Impact  
United Way - EFSP  
UPS  
U.S. Department of Veterans Affairs  
Wells Fargo Foundation  
White Oak Kitchen & Cocktails

## ***Board of Directors***

**Edward J. 'Jack' Hardin**, Board of Directors, Chair

**Keith Evans**, Governance Committee Chair

**Greg Heston**, Audit Committee Chair

**Cindy LeBlanc**, Development Committee Co-Chair

**Robert Glustrom**, Development Committee Co-Chair

**Debi M. Starnes**, Services Committee Chair

**Stacey Abrams**, Member

**Peter McMahon**, Member

## ***Agency Leadership***

**Raphael Holloway**, CEO

**Deliesha Stewart**, Chief Financial Officer

**Tonya Boose**, Director, Veterans Programs & CEC

**Amanda Van Dalen**, Director,  
Residential Services & Client Assessment Program

**Rebecca Cranford**, Director,  
Community Engagement and Volunteer Services

**Greg Callihan**, Director, Facilities

**Herman Andrews**, Development Manager

## ***To Donate***

Visit [www.gatewayctr.org/donate](http://www.gatewayctr.org/donate)

## ***To Become a Volunteer***

Visit [www.gatewayctr.org/volunteer](http://www.gatewayctr.org/volunteer)



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