

**BIG GOAL: BY 2021,
GATEWAY CENTER
WILL SUPPORT
1,000 PEOPLE
IN FINDING A
PERMANENT
HOME**



gateway
center

2019-2021
Strategic Plan



DEAR GATEWAY CENTER SUPPORTER,

We are excited to share Gateway Center’s 2019-2021 strategic plan with you. The contents within represent the culmination of a six-month strategic planning process, which enabled our leaders and team to clarify our vision for the future as well as the role Gateway Center will play in ensuring that homelessness is rare, brief, and nonrecurring in Metro Atlanta.

In 2002, then Atlanta Mayor Shirley Franklin asked the United Way of Metropolitan Atlanta to study and make recommendations to address the issue of homelessness in the city. The resulting report, entitled *Blueprint to End Homelessness in Atlanta in Ten Years*, recommended the creation of a central point of care in Metro Atlanta to meet the needs of individuals experiencing homelessness in a systematic and supportive manner. To serve this critical role, Gateway Center opened our doors in 2005.

Since our inception, Gateway Center has served as a “gateway” to the community continuum of care in Metro Atlanta. Through innovative programming and strategic partnerships, the organization has helped thousands of individuals experiencing homelessness find their way home. As we look to 2021, Gateway Center expects to build upon this legacy, ultimately supporting 1,000 people in finding a permanent home while continuing to serve as the front door to the continuum of care in Metropolitan Atlanta.

The pages that follow outline our plans to achieve this goal. We look forward to collaborating with you in our shared vision for Metro Atlanta. Thank you again for your ongoing support of our work.

Sincerely,



RAPHAEL HOLLOWAY
Raphael Holloway
Chief Executive Officer



EDWARD J. 'JACK' HARDIN
Edward J. Hardin
Board of Directors, Chair

GATEWAY CENTER OVERVIEW

Homelessness in Atlanta has been a pervasive issue with multiple layers as to the causation. In 2018, there were approximately 3,000 individuals experiencing homelessness in the city of Atlanta. When comparing the Atlanta Point In Time Counts in 2018 to 2017, there was a 14 percent decrease in overall homelessness; a 20 percent decrease in sheltered homelessness; and a 9 percent increase in unsheltered homelessness. Since 2015, overall homelessness in the city has decreased by 29 percent.

Since 2005, Gateway Center (GWC) has been committed to delivering effective, reliable and relevant solutions for disadvantaged individuals and families experiencing homelessness in Metro Atlanta. GWC has been a proven leader in the provision of homeless services, acting as an advocate for local policy changes while providing equality and a central point of access for those experiencing homelessness in the city of Atlanta. GWC is adaptable to respond to the needs of the homeless community and has consistently demonstrated this ability through our successful program outcomes. To ensure the alignment of services, GWC has focused our efforts on our Five Keys to Success (1) Housing Placement & Stability, (2) Health & Wellness, (3) Family & Community Engagement, (4) Job Skills Training & Placement, and (5) Adult & Financial Literacy.

5 KEYS TO SUCCESS

To ensure Gateway Center strategies are driving us toward the intended impact we will execute our 5 Keys to Success:



Family & Community Engagement



Housing Placement & Stability



Job Skills Training & Placement



Health & Wellness



Adult & Financial Literacy

OUR VISION

OUR IDEAL STATE: To live in a community where homelessness is rare, brief and non-recurring.

OUR MISSION

OUR ROLE: To connect people experiencing homelessness with the support necessary to become self-sufficient and find a permanent home.

OUR BIG GOAL

WHAT WE INTEND TO ACCOMPLISH: By 2021, Gateway Center will support 1,000 people in finding a permanent home.

VALUES

How we carry out our mission matters at GWC. For this reason, early in our process, we identified four key values that we expect every member of our team to live out every day, in every interaction, with every individual who enters our doors.

We believe in the worth and dignity of every person in our community.	We provide excellent customer service to every person in our community. For us, this means we are hospitable, respectful and operate with integrity.
We operate with transparency.	We build trust by sharing our successes, challenges, and results openly.
We use resources efficiently.	We are good stewards of our resources.
We achieve measurable, lasting impact.	We use evidence-based practices, and we maintain an unwavering focus on realizing our vision.

GATEWAY CENTER'S STRATEGIC PLANNING PROCESS

What differentiates GWC and makes us unique?

- **Scale and Agility:** Due to our sheer size, GWC has the capacity to take on large initiatives and facilitate collaboration. Many view GWC as a “one stop shop” or the “front door” to the continuum of care in our community for homelessness.
- **Reputation:** Given our longstanding impact, many in the community are familiar with the work of GWC.
- **Coordinated Entry:** GWC serves as a centralized point of contact, living up to our name as “the gateway to the continuum of care”.

strengths and address the greatest barriers individuals experiencing homelessness face in becoming self-sufficient and finding a permanent home. They also function as guideposts for our work, enabling us to know whether we are producing the necessary changes in skill, knowledge, behavior, conditions, and systems to reach our overarching goals. After determining our objectives, our team selected strategic initiatives designed to help us achieve each objective.



Strengthening Our Programs

- Improve employment support and training
- Increase client compliance with health recommendations
- Improve client behavioral health



Defining and Living Our Brand

- Increase awareness of GWC and our leadership within the broader community



Diversifying Our Revenue

- Increase and diversify revenue sources

STRATEGIC PLAN GOALS

Strengthening Our Programs

During our strategic planning process, it became clear that GWC had a history of effectively meeting the needs of individuals experiencing homelessness each year. At the same time, GWC team members determined that an opportunity existed to expand and refine current programming to address the holistic needs of clients.

More specifically, partners and clients alike noted that GWC could play an even greater role in preparing and connecting clients with employment opportunities. Further, the landscape analysis revealed an increasing need for GWC to be equipped to provide case management services, particularly in terms of coordinating medical services.



Objective(s)	Strategic Initiative(s):
Improve employment support and training	<ul style="list-style-type: none">• Develop strategic private and public partnerships to provide employment support and training for program participants• Expand high quality employment support and training
Increase client compliance with health recommendations	<ul style="list-style-type: none">• Address health disparities through improved linkages to healthcare and monitor clients for compliance with appointments through case management and partnerships.
Improve client behavioral health	<ul style="list-style-type: none">• Expand availability of onsite, behavioral health groups and therapeutic behavioral health activities• Strengthen linkage to behavioral health services and treatment for clients with behavioral health disorders through case management and partnerships

Defining and Living Our Brand

Although the strategic planning process revealed that Gateway Center is well known in Metro Atlanta, very few of GWC’s stakeholders could describe GWC’s mission or our program delivery model. Partners expressed confusion about GWC’s intake requirements and processes. Additionally, stakeholders indicated that GWC had the potential to act as a catalyst in the community through greater involvement and leadership within the broader community.



STRONGER TOGETHER

Though not included in this document, GWC also set numerical targets for each objective, agreed upon the best measures for each objective, and the deadline by which the organization seeks to accomplish each objective.

As part of the strategic planning process, GWC also assessed the current program offerings on key criteria, including, but not limited to, the degree to which the programs aligned with the updated mission, the effectiveness, return on investment, and reach. Though GWC plans to continue all existing programming, we identified programs to refine or enhance over the next three years.

Monitoring Plan

To successfully execute this strategy, GWC has developed a monitoring plan. As part of this



plan, GWC has identified an initiative owner for each strategic initiative. Each initiative owner will monitor the execution of the action plan for the designated initiative, collect data, and provide updates on the progress made toward attainment of the targets for each associated objective. These individuals will also provide regular updates to GWC’s leadership and Board of Directors. These updates will provide opportunities for GWC to celebrate wins, document learnings, and identify potential course corrections.

GWC will update our stakeholders on the status of the implementation of our strategic initiatives and progress toward the attainment of our goals through our communication platforms and our annual report.

Join Us

GWC believes that changing the lives and perceptions of our volunteers is an important part of our mission. We work to equip all individuals, including volunteers, with the tools to make homelessness rare, brief and non-recurring. By doing so, we hope to have an ever greater impact on our community. Visit www.gatewayctr.org/volunteer/ to sign up for a volunteer opportunity.



Objective(s)	Strategic Initiative(s):
Increase awareness of GWC and our leadership within the broader community	<ul style="list-style-type: none">Create and initiate a marketing and communications planImplement a community engagement strategyBuild client and partner brand ambassadorsLeverage funders and Board of Directors to enhance our brand

Diversifying Our Revenue

To achieve our mission, Gateway Center must maintain our fiscal strength. Based upon feedback from stakeholders, revenue trends, and analysis of the funding environment, Gateway Center’s leadership decided to prioritize diversification of revenue over the next three years. More specifically, though GWC has increased its revenue in recent years, we currently receive a significant share of revenue from a few key revenue sources. Gateway Center’s leadership determined that being positioned to respond to changes in the funding priorities and opportunities was a priority for the organization going forward.

Objective(s)	Strategic Initiative(s):
Increase our revenue sources	<ul style="list-style-type: none">Develop and leverage new private/public partnerships to increase opportunities for corporate funding and community impactCultivate, steward and deepen our relationships with individual donors by developing annual stewardship and cultivation plans for top 50 donorsStrengthen and invest in Gateway Center’s Resource Development Department, placing attention on the generation of output and outcome measures by which GWC can better present evidence of our impact to secure fiscal and in-kind resourcesExplore opportunities for social enterprise development related to Gateway Center’s Job Readiness and/or community engagement services (volunteer services)



gateway center

275 Pryor Street, SW

Atlanta, GA 30303

404-215-6615

www.gatewayctr.org

To donate

www.gatewayctr.org/donate

To become a volunteer

www.gatewayctr.org/volunteer



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Support Us

There are countless ways to support our mission.

Make an online donation, a non-monetary donation, or a

planned gift. Contact GWC's Resource Development Department at

fundraising@gatewayctr.org or visit www.gatewayctr.org/donate/.