



gateway
center

STRATEGIC PLAN 2023-25 A PATHWAY TO HOUSING

**BIG GOAL: BY 2025,
GATEWAY CENTER IS COMMITTED
TO ACHIEVING AN ANNUAL AVERAGE
OF 65% OF GUESTS TRANSITIONING
TO A POSITIVE HOUSING
PLACEMENT UPON DISCHARGE.**

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DEAR GATEWAY CENTER SUPPORTER,

Dear Gateway Center Supporter,

At Gateway Center (GWC) we are committed to ensuring our stakeholders understand our work, mission, and how collectively we can make homelessness rare, brief, and non-recurring. We truly believe it will require everyone in our community embracing the mindset of ***Everybody vs. Homelessness*** to effectively address the needs of those we serve. Working together, we can achieve the Big Goal established during our 2023-2025 strategic planning sessions: **By 2025, Gateway Center is committed to achieving an annual average of 65% of guests transitioning to a positive housing placement upon discharge.** Housing is a right, not a privilege.

According to the National Low Income Housing Coalition, living in Atlanta requires a minimum annual salary of \$41,000 to afford the average rent of a one-bedroom apartment. Systemic and structural racism continue to impact economic inequities and disparities in our city. When thinking about the work of GWC, it is imperative we recognize and implement strategies that address and eliminate barriers to housing caused by racial inequities, which includes addressing the lack of sufficient affordable housing inventory, renter and home buyer discriminatory practices, low performing educational systems, and removing obstacles to attaining employment and livable wages.

This strategic plan will demonstrate how Gateway Center plans to work internally and externally to ensure that guests who come to our doors for services can open the door to their own stable home via transitional or permanent housing. As you read this strategic plan, we invite you to make a commitment to engage your heart and hands to assist us in achieving our big goal as we continue moving our mission forward.

Sincerely,



**RAPHAEL
HOLLOWAY**

Raphael Holloway
Chief Executive Officer



**KEITH
EVANS**

Keith Evans
Board of Directors, Chair



GATEWAY CENTER OVERVIEW

For over 17 years, Gateway Center (GWC) has served as one of the lead agency's addressing the issue of homelessness for both the City of Atlanta and Fulton County. GWC serves as the primary access point for critical support services and housing for individuals and families experiencing homelessness. In addition to providing assistance with housing placement, Gateway Center's programs address underlying causes of homelessness, including but not limited to, unemployment and underemployment, unaddressed/untreated mental health and substance abuse, housing affordability, and/or medical conditions. Our residential programs provide 482 beds for men and 25 beds for women or women with children. Since our inception, GWC has been on the frontline, advocating and addressing barriers to housing for those we serve. We provide a trauma informed and client-centered environment where individuals receive the tools necessary to end their homelessness. Gateway Center implements strategic and innovative programs and services as a part of our collective impact model to help make homelessness rare, brief, and non-recurring throughout Metro Atlanta.

GWC is 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. Our uniqueness is found in our ability to be adaptable, responding to the needs of the homeless community with consistency, which is demonstrated through our effective program execution and successful outcomes.

To ensure service alignment, GWC focuses our efforts on

5 KEYS TO SUCCESS



Family & Community Engagement



Housing Placement & Stability



Job Skills Training & Placement



Health & Wellness



Adult & Financial Literacy

OUR VISION OUR MISSION OUR BIG GOAL

OUR IDEAL STATE:

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

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

WHAT WE INTEND TO ACCOMPLISH:

By 2025, Gateway Center is committed to achieving an annual average of 65% of guests transitioning to a positive housing placement upon discharge.

OUR 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.



Worth & Dignity

Provide excellent customer service—with hospitality, respect, & integrity—to every person in our community.



Transparency

We operate with transparency, building trust by sharing our successes, challenges, & results openly.



Efficiency

We are good stewards of our resources, operating efficiently.



Impact

We use evidence-based practices, maintaining an unwavering focus on realizing our vision to achieve measurable & lasting impact.

GATEWAY CENTER'S STRATEGIC PLANNING PROCESS

Gateway Center's 2023-2025 strategic plan was developed through a "top down" approach, which is driven by our guiding principles. The plan is then executed from the "bottom up" by implementing specific actions, which are aligned to our strategic vision.

VISION & MISSION

Gateway Center's guiding statements drive strategic direction

STRATEGIC GOALS

Broad statements on high-level achievements Gateway Center is striving toward

STRATEGIC OBJECTIVES

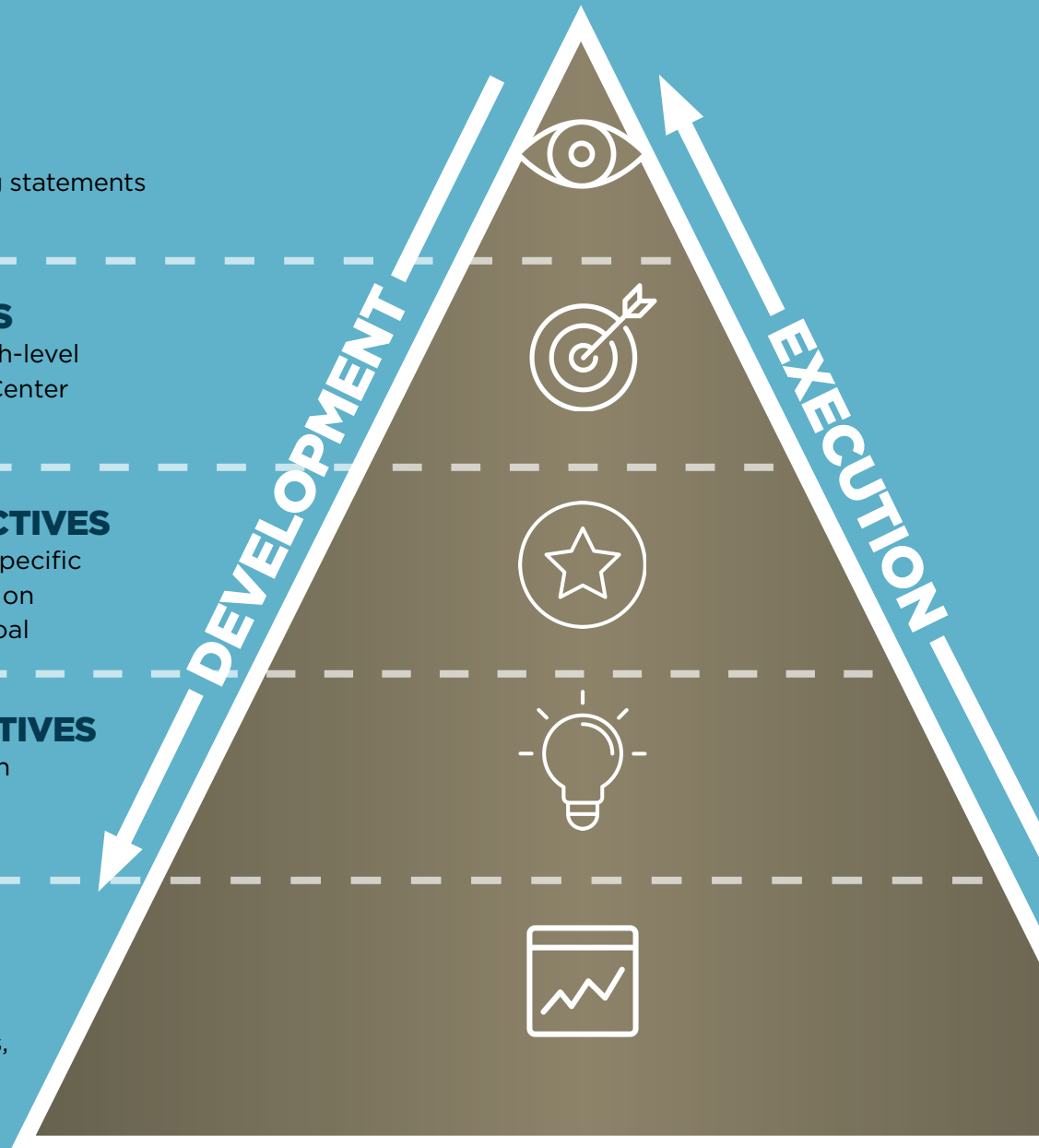
General descriptions of specific functional areas focused on to fulfill each strategic goal

STRATEGIC INITIATIVES

The means through which our goals and objectives can be implemented

ACTIVITIES & OUTCOMES

Specific actions required to achieve strategic goals, which can be measured to track progress



The GWC Leadership Team met to identify the 2023-2025 "Big Goal" to drive the next 3 years of strategic prioritization. Housing and Urban Development (HUD) defines permanent housing as a location where a person has a signed or verbal lease to live. On the other hand, a positive housing placement is more comprehensive, including transitional and other collaborative, non-shelter placement options, for people in need of additional supportive services. By not restricting the big goal to permanent housing, Gateway Center can more effectively meet the needs of individuals and families experiencing homelessness.

STRATEGIC PLAN GOALS

Goal 1: Optimizing Our Operations & Programs

To better serve our guests, it's crucial to invest in our employees and encourage their career growth within Gateway Center. Dedicating resources that are focused on the training and career development of our employees will equip them with the necessary tools to effectively meet the needs of, which will maximize positive guest outcomes.

Objective(s)	Strategic Initiative(s):
Elevate the employee experience	<ul style="list-style-type: none">• Optimize recruiting and retention strategy• Develop a strong employee value proposition
Leverage feedback and data from guests to drive strategic decision-making	<ul style="list-style-type: none">• Standardize reporting and metrics capability by tracking guests' journeys• Define data insights process to drive Continuous Quality Improvement (CQI) efforts• Implement a process to create and manage individualized service plans (ISPs)
Grow programs to combat recurring homelessness	<ul style="list-style-type: none">• Introduce a guest-led services program providing on-the-job training and revenue growth• Provide a seamless process for guests transitioning to new housing that enables long-term success• Expand skills training, behavioral health services, and job placement programs for guests to help prevent the recurring cycle of poverty

Goal 2: Strengthening Our Partnerships

Evolving our public and private partnerships will foster a pipeline of supportive volunteers while growing and diversifying our revenue through individual and corporate donors. These efforts will allow us to provide additional value to our guests while increasing our capacity to help a greater number of people in need.

Objective(s)	Strategic Initiative(s):
Build and grow relationships in the community	<ul style="list-style-type: none">• Advance housing capacity and employment opportunities by leveraging corporations and other organizations that share our mission and values• Build a community of problem solvers with local continuums of care to combat homelessness together• Cultivate linkages to healthcare providers to address physical and mental health disparities and substance abuse treatment

Goal 3: Building Our Marketing Plan & Brand Reputation

Gateway Center will continuously gather feedback on how our guest's experience can be improved in order to develop a reputation in the community as the first-place people go when they are in need. We will leverage guest success stories to build our marketing plan and brand awareness, focusing on the development of a larger, diverse volunteer force while expanding our revenue sources.

Objective(s)	Strategic Initiative(s):
Increase our revenue sources	<ul style="list-style-type: none">• Expand publicity to create a consistent message regarding GWC's goals, impact, and alignment with federal and local strategies for addressing homelessness• Cultivate a data driven marketing and communications plan, building a readily recognized brand of GWC's impact• Capture success stories of former guests to encourage those currently enrolled in the program and promote impact in external communications
Enhance the guest experience	<ul style="list-style-type: none">• Provide a personalized and top-tier customer experience reinforcing a dignified approach to serving guests• Beautify our facilities to create a warm, welcoming environment
Be the community's top option for helping the homeless	<ul style="list-style-type: none">• Grow fundraising efforts and increase awareness of resources to promote GWC as a leader for homelessness prevention• Better understand guests' needs and desires to identify and address gaps within the continuum of care

Goal 4: Leading Activism to Make Homelessness Rare, Brief, & Non-Recurring

Once Gateway Center has enhanced its own internal operations, we can shift our focus outward in the community, directing a long-term strategy to make a broader impact on making homelessness rare, brief, and non-recurring.

Objective(s)	Strategic Initiative(s):
Develop an enhanced volunteer and advocacy strategy	<ul style="list-style-type: none">• Develop a unique culture of community supporters, fostering a pipeline of willing, energetic and informed advocates
Campaign for a future where homelessness is rare, brief, and non-recurring	<ul style="list-style-type: none">• Promote conversations with community leaders to align on the main social drivers of recurring homelessness while building a more accessible continuum of services and housing• Lead community activism efforts focused on homelessness to address the disparity of equity and disrupt the cycle of poverty

STRONGER TOGETHER

Homelessness is a national issue. In Atlanta, we have seen this persist throughout the 13-County Metro area, but the bulk of homelessness is centralized within the City of Atlanta. According to Atlanta's 2022 Point in Time Count, there are approximately 2,017 individuals experiencing homelessness on any given night, and African Americans are disproportionately represented. Although African Americans account for 53% of Atlanta's population, they comprise 91% of our homeless citizens. Effective, long-term changes to make homelessness rare, brief, and non-recurring require everyone to embrace the mindset of Everybody vs. Homelessness. Collectively, we must address the barriers that lead to cyclical poverty and recurring homelessness. Atlanta's housing crisis is fueled by a lack of affordable housing, low wages, and poverty. Issues of childcare, transportation, rent costs, inflation, and lack of workforce development are putting families on the brink of homelessness as households are seeing minimal to no margins of surplus. To truly create change and become a city where housing is a right not a privilege, we need the support of government, corporations, nonprofits, faith communities, individuals, and the local philanthropic community.



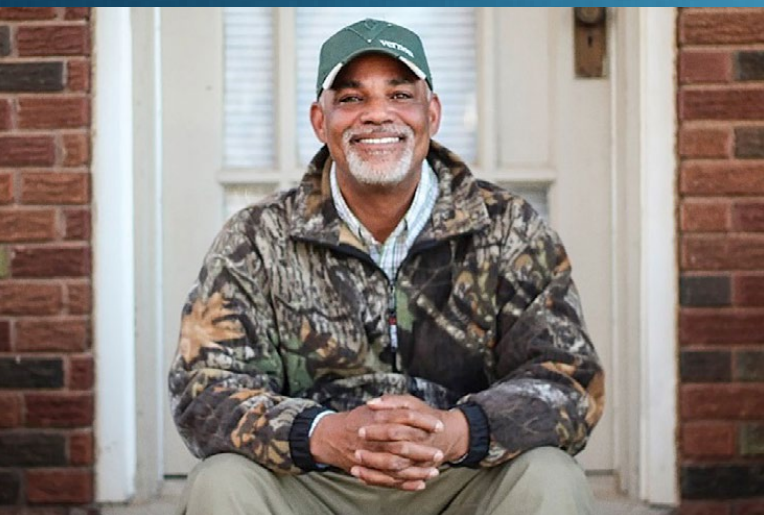
Monitoring Plan

To successfully execute our 2022-2025 strategic plan, GWC has developed a monitoring timeline. As part of this plan, GWC has identified an '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 within our monitoring timeline. GWC will update our stakeholders on the status of the implementation of our strategic initiatives and progress through our communication platforms and annual reports.

Join Us

GWC believes that changing the lives of those we serve through volunteer engagement is an important part of our mission. We strive to equip our volunteers and corporate partners with the necessary 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 learn more and become a volunteer today.





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Support Us

There are countless ways to support our mission. Please consider making 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.

To donate

www.gatewayctr.org/donate

To become a volunteer

www.gatewayctr.org/volunteer



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