



PARKER STREET MINISTRIES, INC.

Charting Impact

2019

Impact of Parker Street Ministries, Inc.

Prepared for Current and Prospective Partners



The WORD became Flesh and moved into our Neighborhood



Charting Impact is a common format for nonprofits to report on their effectiveness by answering five questions. It is sponsored by BBB Wise Giving Alliance, Independent Sector, and Guidestar. Parker Street Ministries has received the highest Platinum Participant designation from Guidestar for financial transparency



Impact Summary

Parker Street Ministries is committed to Gospel-centered community development beginning in Lakeland's Parker Street neighborhood. Staff and volunteers impact lives through stabilizing activities in four areas: financial fitness, education, neighborhood stabilization, and health. Many of our staff live in the neighborhood in order to understand and address problems holistically through relationships and shared experiences.

Accomplishments from 2017-2018 included:

- More than 6841 hours were donated by skill-based volunteers
- Year-round academic enrichment for 120 students in grades K through 12
- Managed IT support and Digital Literacy software
- Continued alignment with Long Range Plan
- Completed sell of arts-and-craft bungalow.
- Partnered with residents and local police for a safer neighborhood
- Addressed financial fitness through classes in after-school program, young adult boot camps, and family workshops
- Utilized FDIC's MoneySmart curriculum for high school students and adults
- Continued a summer work immersion program for high school students to learn about careers, finances, higher education, and soft job skills while earning stipends
- Hosted four neighborhood block parties and hosted Neighborhood Christmas Store
- Led high school students in tours of local higher education opportunities
- Continued collaborations with numerous external organizations
- Hosted *Meet Up at the Markets* to offer families habits of good nutrition, exercise, and wise spending in a collaborative environment
- Offered nutrition classes for adults
- Addressed spiritual growth, housing, health, and immigration law through workshops
- Used focus groups for listening to all stakeholders
- Summer micro-intern program expanded to employ two year-round interns
- Replication of ministry philosophy through mentoring of other organizations
- Add interactive activities, grateful stations, and listening components to community gatherings

Goals for 2018 include:

- Continue with regular programs
- Plans for recent lot acquisitions
- Extend college preparation guidance to middle school students
- Develop personalized improvement plans for grades 8-12
- Continue to promote quality pre-K providers within a 2 mile radius
- Develop indigenous leaders and volunteers
- Host seven family workshops addressing finances, health, and hurricane prep
- Invite more younger demographics to work through increased Social Media

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Question One



What is your organization aiming to accomplish?

Goals

Parker Street Ministries' ultimate goal is Gospel-centered community development beginning in Lakeland's Parker Street community. We passionately believe Christian community development work is vital to our neighborhoods, our cities, and our nation. Without our efforts and partnerships with other organizations, the crime characteristic of at-risk neighborhoods proliferates, significant education and income gaps persist, substandard housing continues, and the effects of isolation, with its corresponding hopelessness and depression, remain unaddressed.

We serve an impoverished, high crime area with 650 addresses, just north of downtown Lakeland, Florida. Replication is part of our mission. As successful programs develop, the goal is to help other agencies repeat them in similar areas. The Parker Street neighborhood is our focus but also, a beginning. We are excited to also be sharing practices with other ministries in the southeast.

Because of decades of brokenness, meaningful change will be a generational process. This means our work is slow and plodding. At the same time, our strategies move us toward our goals.

We have a long-term vision for residents to be:

- influential lifetime learners who reach their full potential;
- living in a mixed-income neighborhood containing exceptional businesses and housing;
- financially healthy stewards and generous through dependence on God; and
- pursuing healthy community as all people are created in God's image.

The goals for this generational vision are touch points for meaningful change in education, housing, finances, and health. Our strategies are informed by a six-year plan for improvement in these areas.

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Question Two



What are your strategies for making this happen?

Strategies 2017-2022

Parker Street Ministries' strategies were developed by core staff who provided needs assessments based on community listening, observations from living and working in the neighborhood, client demographics, and big data.

LIFETIME LEARNING

Goal 1: Parker Street residents are influential lifetime learners who reach their full potential.

- 1: Provide academic support for students, pre-K through young adult.
- 2: Provide learning opportunities for all ages for a variety of topics and purposes.
- 3: Enhance indigenous leadership to share skills in all areas of learning.
- 4: Cultivate partnerships with outside agencies and volunteers to improve learning.

DESIRABLE NEIGHBORHOOD

Goal 2: The Parker Street neighborhood is a mixed-income neighborhood containing exceptional businesses and housing.

- 1: Set an example of and advocate for standards for neighborhood.
- 2: Partner with outside agencies and residents to increase number of owner-occupied homes.
- 3: Partner with landlords, residents, outside agencies for highest quality rental experience.
- 4: Implement projects that utilize volunteers /organizations to work with residents to build community and beautify neighborhood.

FINANCIAL FITNESS

Goal 3: Parker Street residents are financially healthy stewards and generous through dependence on God.

- 1: Offer jobs preparedness activities or programs for all ages.
- 2: Provide access to professional money management instruction or resources that serve all ages and includes budgeting, record keeping, financial transactions, resource building, debt reduction, and credit repair.
- 3: Encourage sacrifices of resources, time, and energy for others.

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Question Two, Continued

What are your strategies for making this happen? Continued ...

HEALTHY COMMUNITY

Goal 4: Parker Street residents are pursuing healthy community as all people who are created in God's image.

- 1:** Encourage a life of listening, learning, and reconciliation where diverse people are valued and intentionally engaged in authentic relationships.
- 2:** Develop and implement leadership among diverse people.
- 3:** Encourage a joyful love for God through constant practice of the ordinary means of God's grace: prayer, the Bible and the sacraments.
- 4:** Demonstrate and share Godly examples and biblical principles of family life.
- 5:** Promote healthy living.
- 6:** Identify & combat the internal and external forces that contribute to poverty.

Near Term Activities Relating to Strategies:

- Provide college experiences and soft job skills training for high school students
- Provide opportunities for young adults to formulate and meet individual goals pertaining to their future
- Develop habit of well-care in young adults
- Implement *Make [My] Money Last* financial fitness strategies for all age groups through after-school program, family workshops, and high school boot camps
- Focus on new technology and maintenance of old in narrowing digital divide
- Teach reconciliation principles from Corlette Sande's *The Young Peacemaker*
- Add healthy eating as an ongoing enrichment activity for after-school program
- Secure adjacent property to expand parking capacity
- Launch multi-pronged strategies for increasing number of three-bedroom rentals available to AEP families
- Engage neighborhood residents with volunteer opportunities
- Provide office job skills training in context of mentoring relationships
- Increase number of community partnerships
- Collaborate with local police and others to stop neighborhood criminal activity in homes and neighborhood businesses
- Organize regular *Meet Up at the Markets* and nutrition classes to instill healthy habits
- Offer monthly MoneySmart classes
- In-kind donation of WiFi access and new computers for Academic Enrichment Program

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Question Three



What are your organization's capabilities for doing this?

Capabilities

Parker Street Ministries' resources, capacities, and connections support progress toward long-term goals. These capabilities are categorized as external, internal, and future resources.

EXTERNAL RESOURCES:

- 650 households in neighborhood
- Diverse financial support through businesses, individuals, churches, foundations, and events
- 980 volunteers contribute an annual total of 6,841 hours
- \$800,000 projected income (2018)
- City playground on adjacent property
- Community Development investments of Community Redevelopment Association such as park, roadway improvements, fit-it-up program, and home buyers assistance
- Collaborations through churches, builders, educators, Financial Stability Partnership, Agency Partners, Lakeland Economic Development Council, Lakeland Regional Health, Local Police, Neighborhood Association Coalition, local colleges, civic clubs, and other organizations.

INTERNAL RESOURCES:

- 22,000 square foot facility with community center, offices, and a family life center that houses ten classrooms, art room, stage, tech room, and commercial kitchen
- Parking lot and fenced courtyard
- Leased lot for events and activities across street from facility
- Assets approximately \$2,049,000 and liabilities \$147,000 balloon note due 2022
- Network of 30 computers with Internet access, printers, managed IT
- Highly qualified staff in administration (with degrees in communications and public relations), human services (MA), and education (certified teacher)
- Highly respected and qualified Executive Director
- Five staff/board families live in the neighborhood served
- Bi-lingual capabilities of staff
- Contact lists for donors, volunteers, residents

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Question Three, continued

What are your organization's capabilities for doing this?

Capabilities, continued

INTERNAL RESOURCES, continued:

- Board of Trustees with diverse skills (non-profit accounting, financial management, government, community development, risk, law, banking, real estate, public relations, and clergy)
- Supportive Advisory Committee made up of community leaders
- Prayers of Christians through volunteer, champion-led prayer team
- Social media--website, Facebook, Instagram, LinkedIn
- Governance processes in place to allow for continual improvement
- Constituent relationship management software (Donor Perfect)
- Full-time Volunteer Coordinator

FUTURE RESOURCES AND STRENGTHENING TOOLS:

- Continual development of board of trustees
- Increased diversity in funding through annual fundraiser and micro-events
- Increased collaborations
- Enhanced volunteer management
- Indigenous volunteers
- Further development of social media
- Addition of Program Advisory Committees in education
- Updated website Fall 2018

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Question Four



Question Four: How will your organization know if you are making progress?

Indicators

Parker Street Ministries' indicators mark accomplishments, keep us on track, instill confidence in our methods, and allow stakeholders to track progress.

QUANTITATIVE MEASURES

- Grade level progression in school
- Reading and Math assessments
- Progress in intervention level benchmarks
- Attendance
- Number of:
 - Days in academic enrichment program
 - Students enrolled in academic enrichment program
 - Individual tutoring sessions for students at-risk of failing
 - Parent mentoring activities
 - Dumpsters filled during projects
 - Volunteer hours
 - Indigenous volunteers and indigenous volunteer hours
 - Skill-based volunteers
 - Academic hours offered in My Brothers Keeper Categories 1-5
 - Code violations addressed
 - Staff and intentional residents living in neighborhood
 - Calls for police assistance to Lakeland Police Delta Zone
 - Service actions outside of program
 - Adult classes offered
 - Residents attending community gatherings
 - Children and parents served through Christmas Store
 - Families opening up savings accounts

QUALITATIVE MEASURES

- Access to students' report cards and teachers
- Building soft skills of high school students through summer leadership program
- Annual surveys of parents, volunteers, and enrolled students
- "The Plate" used for measuring healthy food and portions
- Quality environment measured by volunteer and staff screening and training

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Question Four, continued

Question Four: How will your organization know if you are making progress?

Indicators, continued

QUALITATIVE MEASURES, continued:

- Bi-lingual written communications, staff, and volunteers
- Building job skills through volunteer opportunities
- Fitness nights for females ninth grade and up
- Families participating in money mentoring opportunities
- Partnerships with hospital and nurses for health-related improvements
- Collaborations with builders, lenders, and landlords to improve quality of living
- Advocacy in busing, landlord relations, wrongful evictions, neighborhood safety
- Desirable businesses recruited for neighborhood
- Educate constituents about undesirable businesses

MEASURES AND MILESTONES

An annual action plan, correlating to the long term plan, is approved by Trustees in October of each year. Trustees also receive an evaluation of the previous year's progress. This is presented by the staff. Job descriptions, reviews and the budgeting process provide more accountability. These accountability measures provide timetables, persons responsible for implementation and measures, resources required, assessment dates, and action taken. Short term measures and milestones include:

- One-on-one tutoring room for students at risk of failing - Year-round January 2015
- Addition of summer Future Workforce Program as anchor for talent pipeline 2016
- Addition of indigenous summer micro-interns and other interns
- Additional of managed IT services bringing consistent, reliable internet access 2017
- Additional of regular family workshops covering multiple topics — 2017 - 2018
- Complete renovation, repair and sale of five homes - August 2014 and January 2018

ASSESSMENTS AND IMPROVEMENT PROCESS

- Annual progress report to Board
- Annual review of goals and strategies by staff
- Periodic review by Advisory Committee
- Maintenance of short term goals performed twice per year
- Job descriptions and reviews that align with vision, goals, and strategies
- Constituent surveys
- Visits to similar organizations for best practices
- Weekly staff meetings include evaluations that align with mission

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Question Five



What have and haven't you accomplished so far?

Progress

Parker Street Ministries continues to make progress toward our long term goals. In 2012 we completed a \$1.4 million facility purchase/renovation. We remain in a capacity building phase for programs. Other recent progress includes:

- Expanded year-round academic enrichment program from grades K-8 to grades K-12
- Added career and financial plan to high school students
- Established year-round tutoring room for students most at-risk of failing
- Added two summer micro-interns and two year-round interns from neighborhood
- Provided volunteers with meaningful community service hours and job skills
- Special funding provided kick start for financial fitness program
- Developed financial, wellness, and parenting classes

We have learned that planning without involving our constituents does not work. An example is the popular strategy of community gardens. In the past, gardens have not worked well in our neighborhood, and our residents, who work two and three jobs while managing a house full of children, have not asked for them. Yet, community building and healthy eating habits fall within our goals and objectives. We have learned to be creative in building strategies around the community served, to try to seek solutions from within the community, and to not impose our ideas for change.

One big risk is being unable to fund our vision. We cannot control the economy or donors. We can only communicate our vision to donors and ask them to join in the transformation of this neighborhood through giving, volunteering, and prayer.

How do we make adjustments along the way? We are nimble enough to quickly evaluate problem areas and make changes. In 2013, 2014, and 2015 several obstacles in our academic enrichment program were exposed. In 2013, we observed testing in the short term was not providing reliable data; student grade level scores were varying by as much as one year and six months from one day to the next; and older students were not cooperating with the requirement to read 20 minutes each day. In 2014, we discovered that new state-wide measures in mathematics and language arts were having devastating effects on our families.

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Question Five, cont.

What have and haven't you accomplished so far?

Progress, continued

After assessing the problems described above and consulting with others, the following improvements were made:

- The testing metric was changed to compare grade level improvement from original intake to amount of time in program, better measuring the program's ability to narrow achievements gaps.
- The testing environment was changed through rewards, timing, and removal of peer distractions.
- Classroom books were re-categorized by subject area rather than grade level so that students were no longer subject to ridicule over their reading development. This project revealed a need for more culturally relevant literature. More non-fiction, informative magazines were added to middle school bookshelves.
- Classroom leaders began reading to the middle school students.
- Keyboarding software was added to the curriculum to prepare students for high-stakes testing that required typing skills.
- Math component was changed to address math fact fluency as these skill sets are needed in the new testing environment but no longer emphasized.
- Phonetics were taught in the individual tutoring room to identify holes in learning.
- We advocated and received direct drop-off of students rather than collecting them from various bus stops, thus providing more learning time in the program

These examples of adjustments in the academic program demonstrate how the process of regular assessments allow staff to continually improve strategies, ensuring vision, goals, and objectives are working together to provide Gospel-centered community development beginning in Lakeland's Parker Street community.