



Charting Impact 2021

Parker Street Ministries, Inc. | 719 N Massachusetts Ave, Lakeland, FL 33801
(863) 682.4544 | EIN: 59-3579886 | www.psmlakeland.org

Impact of Parker Street Ministries, Inc.

Prepared for Current and Prospective Partners



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|  | <p><i>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 designation (Platinum) from Candid. (GuideStar) for financial transparency.</i></p>  |
| <p>Impact Summary</p> | <p>Parker Street Ministries (PSM) 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 capability, education, neighborhood stabilization, and health. Some of our staff live in the neighborhood to understand and address problems holistically through relationships and shared experiences.</p> <p>Accomplishments from 2021 include:</p> <ul style="list-style-type: none"> • Volunteers donated more than 4,431 hours; 25% of hours were served by clients • Earned a “refuge” status with neighborhood families, having remained open to serve them with extra hours throughout the pandemic • Year-round academic enrichment for 91 K-12 students (fall 2021 intake form) • Individual tutoring offered daily for all K-5 students • Addressed financial capability in after-school program • Continued summer workforce development experiential learning program for highschoolers to learn about careers, finances, higher education, and soft job skills while earning stipends and a savings match contingent on graduating on-time • Introduction of Project Room (a self-directed and interest-based learning initiative) for students to create their own STEAM-related masterpieces • Online portal added for summer camp families to register in English/Spanish • Painted sidewalk activities in adjacent city park and another park nearby were pursued vigorously on behalf of children in adjoining neighborhoods • Hosted three neighborhood events and Christmas Store, giving 690 the ability to give and/or receive gifts • Partnered with residents and local police for a safer neighborhood • Properties acquired to provide affordable housing for families to keep them close to after school services, public transportation, large employers, and more • Continued collaborations with dozens of external organizations • Replication of ministry philosophy through mentoring of other organizations • Became debt-free • Staff member completed Financial Analysis for Nonprofit Leaders course • Increased staff capacity through hiring of new fundraising and communications director with M.B.A. <p>Goals for 2022 include:</p> <ul style="list-style-type: none"> • Continue with regular programs and collaborations • Offer enrichments in art, financial literacy, and physical fitness • Increase knowledge of STEM and STEAM education through hands-on-learning • Hire licensed mental health counselor to provide trauma-informed care training for staff and supervise undergraduate intern(s) who will help implement best practices and create cool-down corners in classrooms • Hire college-aged micro intern(s) from within the neighborhood • Increase capacity with highschoolers and young adults by hiring a full time Young Adult Program staff member • Develop indigenous leaders and volunteers • Begin renovation of affordable housing duplex rental • Conduct long-range planning process for the next five years |

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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 more than 1,049 households (this includes the Parker Street and North Lake Wire neighborhoods), just north of downtown Lakeland, FL. 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 be able to have our CEO coaching young, similar ministries in Atlanta and Rome, GA; Orlando, FL; and Montgomery, AL.

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 both long and short-term 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
- pursuing healthy community as all people are created in God's image

The goals for this vision of generational revitalization are touch points for meaningful change in education, housing, finances, and health. Our strategies are informed by a 6-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 Capability - 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

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. Encourage a joyful love for God through constant practice of the ordinary means of God's grace: prayer, the Bible, and the sacraments
3. Demonstrate and share Godly examples and biblical principles of family life. Promote healthy living
4. Identify and 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 in narrowing digital divide
- Teach reconciliation principles from Corlette Sande's *The Young Peacemaker*

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| <p>Question Two continued</p> | <ul style="list-style-type: none">• Continue healthy eating as an ongoing enrichment activity for after-school program• 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 reduce neighborhood criminal activity in homes and neighborhood businesses• Organize regular Meet Up at the Markets and nutrition classes to instill healthy habits• Establish financial literacy milestones for grades K-12• Continued checks on feasibility of expanding service area into adjacent North Lake Wire neighborhood |
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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:

- 1,049+ households in neighborhood, population 2,945+
- Diverse financial support through businesses, individuals, churches, foundations, and events
- 678 volunteers whose work in 2021 was valued at \$122,650
- \$1,094,000 projected income (2022)
- City playground on adjacent property
- Community development investments of Community Redevelopment Association such as park, roadway improvements, and commercial corridor
- Collaborations through churches, builders, educators, Florida Prosperity 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 sq. ft. facility with Community Center, offices, and a Family Life Center housing 10 classrooms, art room, stage, tech room, and commercial kitchen
- Parking lot and fenced courtyard
- Assets approximately \$2,803,538 (Audit 2021)
- Network of 35 computers with Internet access, printers, managed IT
- Highly qualified staff in administration (with degrees in Master of Business Administration - Executive Leadership, communications and public relations, theology, ministerial leadership, English, and education - certified teacher)
- Highly respected and qualified Chief Executive Officer
- Four senior staff/board families living in the neighborhood served
- Bi-lingual capabilities of staff
- Contact lists for donors, volunteers, residents
- Board of Trustees with diverse skills (nonprofit accounting, financial management, higher education, government, community development, risk, banking, finance, fundraising, public relations, and clergy)
- Supportive Advisory Committee made up of community leaders
- Prayers of Christians
- Refreshed website and social media such as Facebook and Instagram
- FREE SurfLakeland Wi-Fi available campus-wide and beyond
- Governance processes in place to allow for continual improvement
- Constituent relationship management software (DonorPerfect)

Future Resources and Strengthening Tools:

- Continual development of Board of Trustees
- Increased diversity in funding through annual fundraiser and micro-events
- Increased collaborations with local entities
- Enhanced volunteer management
- Indigenous volunteers as a leadership development tool
- Further development of social media

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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
- Attendance
- Number of:
 - Days in academic enrichment program
 - Students enrolled in academic enrichment program
 - Individual tutoring sessions for K-5 students (not only those falling behind)
 - Number of dumpsters filled during clean-up projects
 - Volunteer hours
 - Indigenous volunteers and indigenous volunteer hours
 - Volunteer hours supporting each goal area
 - Addresses served through projects
 - Staff and intentional residents living in neighborhood
 - Calls for police assistance to Lakeland Police Delta Zone
 - Residents attending community gatherings
 - Children and parents served through Christmas Store
 - Savings accounts opened
 - Healthy snacks served

Qualitative Measures:

- Access to students' report cards and teachers
- Building soft job skills of high school students through summer workforce development
- 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
- Bi-lingual written communications, staff, and volunteers
- Building job skills through volunteer opportunities
- 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 toward goals. 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:

- Completed renovation, repair, and sale of five homes (Aug. 2014-Jan. 2018)
- Addition of summer Future Workforce Program as talent pipeline anchor (2016)
- Addition of managed IT services for consistent, reliable internet access (2017)
- Hired dedicated staff member to facilitate Financial Literacy strategies in the after-school environment (2017)

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Question Four continued

- Addition of regular family workshops covering multiple topics (2017-2018)
- Addition of indigenous summer micro-interns and other interns (2018)
- Secured off-street parking and program green space with purchase of nearby lots (2019)
- Already serving students at-risk of falling behind educationally, we remained open with extra hours throughout the pandemic to combat the COVID-slide-in-learning and serve as a refuge for neighborhood families (2020-2021)
- Noting decades of our positive impact on the Parker Street neighborhood, the Lakeland City Commission approved forgiveness of PSM's outstanding facility mortgage (\$147,580)

Assessments and Improvement Process:

- Annual progress report to Board
- Annual review of goals and strategies by staff
- Annual independent financial audit
- 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 post-event evaluations that align with mission
- Frequent meeting of directors to keep focus on accomplishments of not urgent but important projects

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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 K-12
- Added career and financial planning for high school students
- Established year-round tutoring room for all K-5 students
- Continued with interns from neighborhood
- Provided volunteers with meaningful community service hours and job skills
- Special funding provided kick start for financial fitness program in 2015 and was renewed in January 2019
- Addition of Digital Literacy Curriculum in 2018 to combat Digital Divide

The problems that we are facing in our neighborhood are bigger than us, and we have been blessed with an invaluable asset in our collaborations with so many different entities. From other nonprofits trying to tackle similar issues in their neighborhoods to relationships with businesses and even our city, we have both enriched our programs and our capacity to grow well into the future. We are undergoing a long-range planning process to look at the next five years. In evaluating the current plan, certain objectives have been met, others are ongoing, and the remaining objectives must be modified. It is important for staff and stakeholders to discuss the impact and effectiveness of the current plan and develop an updated plan for the 2023-2027 period.

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 adjust along the way? We are nimble enough to quickly evaluate problem areas and make changes. This was proven in 2020 when the COVID-19 pandemic hit the neighborhood. Within two weeks we changed our model but remained open for kids whose parents could not care for them in the day. This included serving at-risk virtual learners and our regular after-school program students. In addition, we implemented outdoor classrooms and increased collaborations with organizations providing food. To combat the COVID-slide-in-learning, we began—and have continued—offering daily tutoring for all K-5 students in addition to any student at-risk of falling behind.

This is just one example of how we adjusted our strategies to provide Gospel-centered community development beginning in Lakeland's Parker Street neighborhood.