



Charting Impact 2024

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Impact of Parker Street Ministries, Inc.

Prepared for Current and Prospective Partners



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, GuideStar USA, and Independent Sector. Parker Street Ministries has received the highest designations for financial transparency from Candid (GuideStar) & Charity Navigator.



Impact Summary

Parker Street Ministries (PSM) is committed to Gospel-centered community development beginning in Lakeland's Parker Street neighborhood. Staff and volunteers impact lives through activities in four key areas: Fostering Spiritual Growth, Supporting Lifetime Learners, Stabilizing the Neighborhood, and Cultivating Connections. Some of our staff live in the neighborhood to understand and address problems holistically through relationships and shared experiences.

Accomplishments from 2024 include:

- Volunteers donated more than 3,613 hours; 13% of hours were served by residents
- Year-round academic enrichment for 131 K-12 students
- Served 19,378 snacks and meals through after-school and summer programs
- Individual/small group tutoring for all K-8 students
- Hired full-time HR Generalist (new position), Facilities & Property Manager (new position), Program Support (new position), and Volunteer & Events Coordinator
- Began the hiring process for Academic Enrichment Program K-8th Assistant Director and Leasing Specialist (new position)
- Continued summer workforce development experiential learning program for high schoolers to learn about careers, finances, higher education, and soft job skills while earning stipends and a savings match contingent upon on-time graduation
- Continuation of self-directed and interest-based learning with a focus on STEAM
- Hosted eight neighborhood events including family dinners, Hurricane Prep Night, National Night Out, and Easter Egg Celebration
- Christmas Store gave more than 1,300 the ability to give and/or receive gifts
- Partnered with residents and local police for a safer neighborhood
- Provided trauma-informed care training for staff; incorporated practices into programming such as regulating emotions, conflict resolution, and stress reduction activities; and utilized calm down corners in classrooms
- Employed college-aged micro intern from the neighborhood for the summer
- Vermont Ave duplex construction began as part of Housing Initiative which focuses on those underhoused and cost burdened
- Achieved the 2027 goal of housing five families ahead of schedule, having housed four families by the end of 2024, with more set to be housed in 2025
- Opened doors for neighborhood residents/businesses to host a variety of activities including Bible studies, athletics, family events, etc.
- Continued collaborations with dozens of external organizations
- Replication of ministry philosophy through mentoring of other organizations

Goals for 2025 include:

- Continue with regular programs and collaborations
- Celebrate people through fun neighborhood gatherings that incorporate listening and gratitude
- Continue integrating spiritual focus areas into ministry activities
- Increase the number of rental properties in the Parker Street and North Lake Wire neighborhoods
- Offer physical fitness activities, STEM projects, and rotations in art, cooking, etc.

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| | <ul style="list-style-type: none">• Assist high school students year-round with goal setting for grade improvement and exploring potential career and educational paths• Relocate high schoolers to their own space across the street, creating an additional classroom for K-8 students• Develop indigenous leaders and volunteers• Hire more staff to meet growing needs• Align goals and programming with four focus areas |
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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 neighborhood. 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 1,100 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 a young, similar ministry in Augusta, GA, and others 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 both long and short-term goals.

We have a long-term vision for the restoration, reconciliation, and transformation of our lives, the lives of our neighbors, and the greater community.

The goals for this vision of generational revitalization are touch points for meaningful change in education, housing, spiritual development, and healthy relationships. Our strategies are informed by a 5-year plan (2023-2027) for improvement in these areas.

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Question Two:
What are your
strategies for
making this
happen?

STRATEGIES 2023-2027

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

Focus Area 1:

Fostering Spiritual Growth so Christ and His Gospel are front and center

1. Increase practice of spiritual disciplines so that Parker Street neighborhood residents are equipped to use them throughout their lives and wherever they live.
2. Increase knowledge that salvation is through Christ alone in lives touched through Parker Street Ministries.
3. Increase Gospel focus in all Parker Street Ministries' activities so that relationships and mentoring opportunities are prioritized.

Focus Area 2:

Supporting Lifetime Learners through educational opportunities

1. Increase to 90-95% the number of youths graduating from high school and on a career track that aligns with personal giftings and interests.
2. Grow attendance of Academic Enrichment Program for K-8 to 100% capacity and offer more opportunities for education and interest explorations.
3. Increase skills and adaptability of Academic Enrichment Program staff so they are equipped to lead and serve students from a variety of backgrounds with needs spanning the following areas: spiritual, academic, English-language learners, learning disabilities, non-neurotypical students, and emotionally (trauma-informed).

Focus Area 3:

Stabilizing the Neighborhood by addressing the quality and availability of housing

1. Plan and build affordable housing units so that five families are made stable and contributing to a healthy, growing, mixed-income community.
2. Establish standard of quality and care for the people and places of the Parker Street neighborhood through actions and advocacy.

Focus Area 4:

Cultivating Connections so gaps in relationships and services are bridged

1. Increase quantity and quality of ministry connections to Parker Street and North Lake Wire families.
2. Increase the number of stakeholders connecting with Parker Street and North Lake Wire neighborhoods so that a diverse group learns from and cares for each other.
3. Add The Gathering Place where diverse people are connected informally for discipleship, friendship, and small group learning in a non-institutional/home-like setting.

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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:

- 1,137 households in two neighborhoods, population 2,680
- Diverse financial support through businesses, individuals, churches, foundations, local government, and events
- 677 volunteers whose work in 2024 was valued at \$121,023.03
- \$1,764,438.71 projected income (2025)
- City playground on adjacent property
- Community development investments of Community Redevelopment Agency such as park, roadway improvements, and commercial corridor
- Collaborations through churches, builders, educators, agency partners, Lakeland Economic Development Council, health providers, 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, fenced courtyard, and fenced green space
- Network of 15 computers with Internet access, printers, and managed IT
- Highly qualified staff with degrees in Master of Business Administration: Executive Leadership, Master of Arts in Theological Studies, Master of Social Work, communications and public relations, theology, ministerial leadership, English, and education - certified teacher
- Highly respected and qualified Chief Executive Officer
- Six 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, business, financial management, higher education, government, community development, construction, 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)
- Enhanced volunteer management system (Volgistics)

Future Resources and Strengthening Tools:

- Continual development of Board of Trustees
- Increased diversity in funding through fundraisers, micro-events, and more
- Increased collaborations with local entities
- 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/small group tutoring sessions for K-8 students
 - Number of dumpsters filled during clean-up projects
 - Volunteer hours
 - Indigenous volunteers and indigenous volunteer hours
 - Addresses served through projects
 - Staff and intentional residents living in neighborhood
 - Calls for police assistance to Lakeland Police Department's Delta Zone
 - Residents attending community gatherings
 - Children and parents served through Christmas Store
 - Savings accounts opened
 - Healthy snacks/meals served
 - Families housed through Housing Initiative

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 areas including transportation, landlord relations, wrongful evictions, and neighborhood safety
- Desirable businesses recruited for neighborhood
- Educate constituents about undesirable businesses

Measures and Milestones:

An annual action plan, correlating to the current long-term plan, is approved by the Board of Trustees 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)

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Question Four continued

- Hired dedicated staff member to facilitate Financial Literacy strategies in the after-school environment (2017)
- 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 of \$147,580 (2021)
- Organized calm down corners in every classroom so students have a safe place that supports them emotionally and physically when they are feeling overstimulated and need a break (2022)
- Impacted neighborhood stabilization with the completion of Myrtle St duplex renovation (2023)
- Expanded Housing Initiative efforts included owning nine units, with four actively leased by year-end and five more leases set to begin in early 2025 (2024)

Assessments and Improvement Process:

- Monthly progress report to Board of Trustees
- 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
- Frequent staff meetings include post-event evaluations that align with mission
- Weekly 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. Over the years we expanded our year-round Academic Enrichment Program from grades K-8 to K-12, and the number of children served has tripled. We currently offer some services to an adjacent neighborhood and hope to be able to open up more services as we are able. We remain in a capacity building phase for programs.

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.

In 2022, we underwent a long-range planning process to look at 2023-2027. In evaluating the current plan, certain objectives were met, others are ongoing, and the remaining objectives were modified.

How do we adjust along the way? We are nimble enough to evaluate problem areas and make changes. One adjustment from the previous long-range plan to the 2023-2027 plan relates to housing. Previously our goal was to partner with outside agencies and residents to increase the number of owner-occupied homes. However, we have learned what our families need are affordable, income-based rentals with enough bedrooms for their family size. We have begun implementing plans to renovate/build housing units for those underhoused and cost burdened so families are made stable and are contributing to a healthy, growing, mixed-income community. Our goal is to plan and build as many affordable, high-quality housing units as possible, for as long as we're able, in areas with limited inventory. Our definition of "affordable" means no more than 30% of a household's net income is allocated to housing costs (including utilities).

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. The need for operational funding continues to rise as we expand our efforts to serve more families with wraparound services. This isn't a sign that we need less support—it's a sign that we need more to meet the growing demand and ensure long-term success.