



PETER & PAUL
COMMUNITY SERVICES



STRATEGIC PLAN 2021- 2025

Solving Homelessness Together



PETER & PAUL COMMUNITY SERVICES
Solving Homelessness Together

2612 Wyoming Street | Saint Louis, Missouri 63118

o: 314.588.7111 | f: 314.621.9875

www.ppcsinc.org



@peterandpaulstl

Strategic Planning Committee

*Kevin Born, Tom Burnham, Linda Callanan, Steve Campbell, Deb Cottin, Christine Johnson,
Gary Johnson, Jacqueline Nance, Adam Cisroe Pearson, and Shane Taylor*

TABLE OF CONTENTS

MISSION AND VISION	1
CURRENT PROGRAMS	2
LETTER FROM THE BOARD CHAIR AND CEO	3
EXECUTIVE SUMMARY	4
ORGANIZATION HISTORY	5-6
PLANNING PROCESS	7
DIVERSITY, EQUITY AND INCLUSION: OUR VISION	8
STRAT PLAN	9-12
IMPROVING CLIENT EXPERIENCE	9
COMMUNITY ENGAGEMENT	10
STAFF AND LEADERSHIP ENGAGEMENT	11
FUNDING STREAMS	12
BOARD AND LEADERSHIP LISTS	BACK

MISSION

We walk with people facing homelessness
on their journey to lifelong stability.

VISION

Our vision is a community where people who
have been homeless find stable housing and lead
healthy, fulfilling, and more independent lives.

CURRENT PROGRAMS

BASIC NEEDS

Community Meals

A SOULARD PROGRAM FOR ALL WHO ARE HUNGRY (UP TO 200 SERVED DAILY 20 DAYS PER MONTH)

Soulard Shelter

A NIGHTLY EMERGENCY SHELTER (60 MAX)

NEXT STEPS

Garfield Place Apartments

SUPPORTED INDEPENDENT LIVING FOR ADULTS WITH A MENTAL ILLNESS (25 MAX)

Labre Center

TRANSITIONAL HOUSING FOR ADULTS LIVING WITH A SEVERE MENTAL ILLNESS (15 MAX)

Positive Directions

TRANSITIONAL HOUSING FOR ADULTS LIVING WITH HIV (16 MAX)

QUALITY OF LIFE

The CollabARTive

AN ARTS PROGRAM OPEN TO ALL CLIENTS

St. Louis Roadies

A STREET SOCCER PROGRAM FOR CURRENT AND FORMER CLIENTS

*Make a game plan and stick to it.
Unless it's not working.*

- YOGI BERRA

Once upon a time, we used the phrase “foreseeable future,” which basically means “as far into the future as we can predict.” If this time of pandemic has taught us anything, it is that the future is not always predictable, and we must continuously adapt.

But strategic planning is not about predicting the future. It is about coming to agreement on what we value and setting a course that embodies those ideals. President Eisenhower famously said “Plans are useless, but planning is everything.” The process of talking with the people we serve, with those who live in the neighborhoods near our facilities, our corporate and government funders, our volunteers and donors, and staff members and board of directors must be ongoing. There is value in setting challenging goals, striving to achieve them, adjusting to change, and moving forward.

It is not an accident that the first goal this plan addresses is the client experience. What are the needs of people who are homeless in St. Louis, and how can we best help them to meet those needs? Answering that question informs every other goal and proposal in this strategic plan.

As we begin our fortieth year of service to our community, we don't know everything that awaits us. But we know we will continue to walk with our neighbors as they learn new ways to solve their homelessness. We hope you join us on that journey.



Christine Johnson

CHRISTINE JOHNSON, BOARD CHAIR

Steve Campbell



STEVE CAMPBELL, CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

Peter & Paul Community Services (PPCS) has a 40-year history of serving our neighbors in the community who experience homelessness. As we have grown, we have found the need to be more strategic and intentional about how we enhance our agency culture, programs, and relationship with the community.

This five-year strategic plan lays out our priorities for the agency, starting with a commitment to develop a diversity, equity, and inclusion initiative. This initiative will take significant planning and external feedback from consultants. It will enable us to create a work environment where all staff and clients will feel supported and heard.

In concert with this initiative, we have identified four priority areas we want to address to strengthen our organization: Client Experiences,

Community Engagement, Staff and Leadership Engagement, and Funding Streams. Our goals and objectives in each of these priority areas will inform our growth over the next five years.

Whether it is supporting staff with additional professional development opportunities or streamlining technology capabilities at all of our facilities, the aim is to provide the highest quality services to those facing homelessness on their lifelong journey to stability.



A handwritten signature in black ink, appearing to read 'Adam Cisroe Pearson'. The signature is fluid and cursive, written over a white background.

ADAM CISROE PEARSON, OTD, OTR/L
CHIEF OPERATING OFFICER
STRATEGIC PLANNING CHAIR

ORGANIZATION HISTORY: 1981-2021

The “Winter Shelter” opens as an all-volunteer effort to meet the needs of homeless neighbors in Soulard. The first staff are hired in 1984. The program grew, and the current Soulard Shelter serves 60 homeless men year-round.

In response to the AIDS epidemic, PPCS opens a residence called Positive Directions for men and women who are HIV positive. A second facility is added in 2004. Residents receive case management, life skills training, nursing care, and substance abuse counseling to help them transition to independent housing.

The Community CollabARTive is established and introduces art and art process on a weekly basis to empower participants to find their own voice, giving them tools to reflect on their homelessness and their path forward.

1981

1982

Volunteers establish Community Meals to offer food and a sense of community to those who are homeless or living on a low income in the neighborhood and beyond. Today, over 30,000 meals are served each year.

1992

The program that would become the Labre Center, a state-licensed Residential Care Facility, is established. It is named for Benedict Joseph Labre, the patron saint of those who are homeless and mentally ill. The Labre Center is a 15-bed facility, providing residents with occupational therapy, nursing care, substance abuse counseling, and hope for an independent future.

1996

2000

PPCS completes renovations to the Garfield School in Benton Park West. The school is converted into Garfield Commons, including 25 one-bedroom apartments providing permanent supportive housing for men and women who experience mental illness, live with substance abuse, and are accustomed to the isolation that comes from being homeless for years. Round-the-clock staffing and clinical services ensure that the needs of this group are met, affording them the opportunity to become independent.

2014

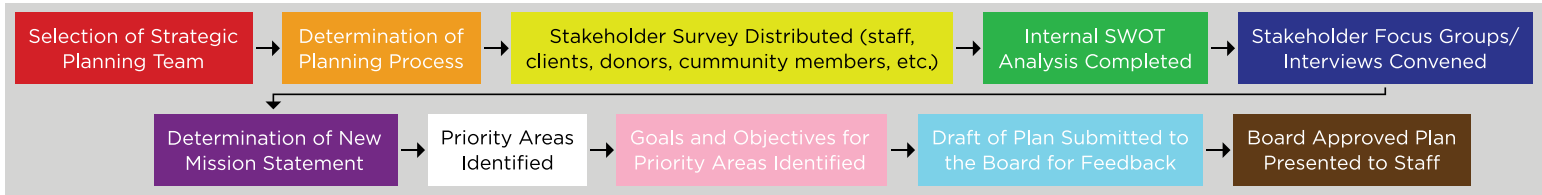
2007

The metro area's only street soccer team, the St. Louis Roadies, is founded. The Roadies participate in many regional and national tournaments, and over the years, several team members have been selected to travel internationally with the US Team to participate in the Homeless World Cup. Team members develop their values of commitment, good sportsmanship, teamwork, personal integrity, and respect for others and themselves.

2021

PPCS is celebrating our 40th anniversary amidst the global COVID-19 pandemic. To protect clients and staff, we have reduced our client base by roughly 50 percent. We plan to fill our programs to capacity in the very near future when vaccinations reach a critical mass.

PLANNING PROCESS



The PPCS leadership team first began the strategic planning process in the summer of 2019. The strategic planning team was expanded from the leadership team to a slightly larger group, pulling in members of the staff who could offer additional insights about the agency.

The process was inclusive. In the beginning of the stakeholder engagement process, we created a stakeholder survey for people to take. Then we posted the survey online for anyone in the general public to take. The survey gave participants the opportunity to provide qualitative feedback on the strengths and weaknesses of PPCS, and make suggestions for future program improvements.

The planning team then completed an internal SWOT

analysis for all major divisions of the agency and determined that an updated mission statement would be in order. At the same time we were engaged in those discussions, we pulled feedback from the surveys, and subsequent stakeholder interviews to inform agency priority areas.

A series of discussions with the planning team led us to identify goals and objectives for each priority area, and a determination for how we wanted to lay the framework for the broader areas of interest, such as agency culture, diversity, equity, and inclusion. The board was given an opportunity to provide feedback and commentary. They assessed how they could provide sufficient supports to enable execution of the plan. The plan was approved by the board in January of 2021 for immediate implementation.

DIVERSITY, EQUITY AND INCLUSION: OUR VISION

Embracing diversity, equity, and inclusion is a fundamental part of fulfilling the mission of Peter & Paul Community Services. Educating ourselves about how best to live this commitment will take time and untiring dedication.

Our clients and staff experience inequities and traumas based on their race, sexual orientation, gender identity, or disabilities on a regular basis. When the ongoing impact of these experiences is not recognized, it creates barriers to establishing a stable life and healthy relationships. When we don't understand our own societal privileges or unconscious biases, this too creates barriers. To break down these walls, we aim to create an initiative focused on diversity, equity, and inclusion, with an emphasis on anti-racism work.

This initiative will be about more than capturing numbers or writing policy. There is no end point nor checklist. True equity and inclusion is about reaching people's minds and hearts. Our success will be best measured by our daily interactions. Is there trust among staff members? Between clients and staff?

Do we feel safe sharing our hurts or concerns? Do we feel heard and respected? Are we working to call out microaggressions and reduce harm?

Our process for creating change will stand on the power of education, collaboration, and perseverance. Each new level of insight can result in growth and healthier experiences for clients, staff, and volunteers. The work itself can be uncomfortable and requires vulnerability. It is the only way to make lasting change and provide lasting benefits such as:

- Enhanced creativity
- Effective communications
- Faster problem-solving
- More effective services

We are committed to building a more diverse and inclusive culture. We will be taking action to transform our systems and programs to better embody diversity, equity, and inclusion. We invite you to be part of our work. Together we can leverage our social services to be a workplace model to reduce inequities in all of St. Louis.

IMPROVING CLIENT EXPERIENCE

Strengthen Clinical and Programmatic Services

Improve the quality and quantity of emergency shelter services by the expansion of daytime shelter hours, case management services, and updated facilities

Ensure all housing and shelter programming is operating at capacity annually

Hire a community support worker who will streamline the move-in process and create a more robust process to track progress of discharged clients for all programs

Enhance and expand Community Meals to provide outreach and services to meals participants

Build Technology Profile

Leverage IT capacities to ensure that 100% of full-time and part-time staff have the adequate training and access to software to support electronic health records and business efficiencies

Enhance and Build Community Partnerships

Expand strategic partnerships with agencies that will help support, place, and serve PPCS clients long-term

Improve Clinical Best Practices

Receive agency accreditation from the Commission on the Accreditation of Rehab Facilities (CARF)

Expand Advocacy and Legislative Affairs Profile

Expand agency presence and regular involvement in local, statewide, and regional mental health and homeless services governing and advocacy bodies

Attract New Supporters

- | Implement robust systems for starting new relationships with those most able and likely to support from key targeted groups
- | Invite 100 percent of new event attendees and online visitors to become volunteers and donors

Build Engagement Among Current Supporters

- | Implement new ways of increasing strategic, targeted in-kind donations and volunteer involvement
- | Create greater collaboration between staff and volunteers
- | Customize volunteer appreciation and recognition

Build Recognition of PPCS as a Leader in Solving Homelessness

- | Consistently create and distribute recognizable, mission-focused messaging, stories, and measurable program outcomes
- | Nurture trusting relationships with local news representatives
- | Create ever-heightening engagement among key audiences through our website and social media communities
- | Hold a yearly training for staff on public messaging practices and content updates

STAFF AND LEADERSHIP ENGAGEMENT

Develop Targeted Staff Trainings to Improve Culture, Performance, and Retention

- | Identify core values and essential skills to be developed in all staff members
- | Identify the training needed for staff, develop method for measurement, and identify expected outcomes of training
- | Enhance the performance management process to increase employee success

Build a Stronger, More Diverse Staffing and Leadership Pipeline

- | Actively involve staff in attracting diverse, highly-qualified job candidates
- | Consistently engage in key, diverse professional associations to expand talent sourcing
- | Build a culture of transparency, partnership, and clearly defined roles between board and staff leadership

Create a Strong, Comprehensive Succession Planning Strategy

- | Identify, develop, and mentor high-potential future leaders
- | Provide guided professional development opportunities to high-performing employees

FUNDING STREAMS

Attract Greater Support Among Current Donors

- | Grow our culture of gratitude through increased personal outreach
- | Increase giving and fundraising among members of the Board of Directors and the Young Professionals Board
- | Evolve our fundraising events portfolio to raise money more efficiently
- | Better leverage tax credit programs
- | Create and promote prestigious giving societies

Attract New, Consistent Funders

- | Build support among business leaders through the expansion of Sons & Daughters of Soulard
- | Identify the most fitting opportunities to fund our planned five-year programmatic expansion and enhancements
- | Adapt communications and processes to best strengthen our new position as a United Way of Greater St. Louis partner agency

BOARD OF DIRECTORS

Christine Johnson, CHAIR | *Enterprise Holdings*

Michael F. Banahan, VICE CHAIR | *Evans & Dixon LLC*

Michael J. Honigfort, SECRETARY

William R. Bruce, TREASURER | *Enterprise Bank & Trust*

Derick C. Albers | *Lewis Rice*

Lucas A. Gredell | *Wells Fargo Bank, N.A.*

Derek Hagenhoff | *Security Equipment Supply, Inc.*

Alan J. Herzog | *Edward Jones*

Jeffrey Higgins | *PPG Porter Paints*

James D. Huber | *Anders CPAs + Advisors*

Cheryl A. Lee | *Nestlé Purina*

Christopher Michalak | *Clayton Financial Group*

Holly Scheibel | *Mallinckrodt Pharmaceuticals*

Dan Sise | *University of Missouri – St. Louis*

James D. Stephenson | *The Crane Agency*

Clara S. Stevenson | *Queen of Peace Center*

Charnsin Tulyasathien | *Enterprise Holdings*

YOUNG PROFESSIONALS

Clarissa Swope, PRESIDENT | *STLCC*

Leslie Vogan, VICE PRESIDENT | *STLCC*

Jose Effinger, TREASURER | *Hub Group*

Jake Broner, RECRUITMENT | *Worldwide Express*

Matthew Kiblinger | *SSM Health St. Mary's Hospital*

Sana Kiblinger | *SSM Health SLU Hospital*

Patrick Shields | *Schaeffer Mfg. Co.*

PROGRAM DIRECTORS

Con Christeson | *Community CollabARTive*

Keith Deisner | *St. Louis Roadies*

Teri Dunn, MBA
Soulard Shelter & Community Meals

Jazmyn Frager, LPC | *Labre Center*

Dan Hill | *Garfield Place Apartments*

Darlene Mims-Simpkins, RN
Positive Directions

ADMINISTRATION

Steve Campbell | *CEO*

Adam Pearson, OTD, OTR/L | *COO*

Kevin Born | *CFO*

Tom Burnham
Community Relations Officer

Jacqueline Nance
Human Resources Director

Brianna Clampitt | *Office Manager*

DEVELOPMENT

Deb Cottin
Chief Development Officer

Linda Callanan, MSW | *Director of Grants*

Erin Boyle
Director of Events & Donor Engagement

Kati Ballard Hoffman
Volunteer Coordinator

Tori Sacco
Marketing & Communications