



EDUCATE | ENGAGE | EMPOWER

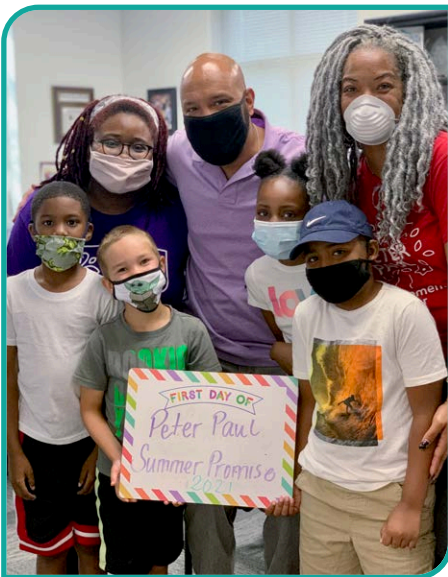
## FY22 Strategic Plan

### STRATEGIC IMPERATIVE

Position Peter Paul to respond to evolving stages of the pandemic with outcomes that provide greater organizational maturity, cultural acuity, and operational efficiencies to respond to the changing needs, opportunities, and challenges of our growing organization.

### STRATEGIC VISION

Peter Paul will serve as a community change agent through education.



Peter Paul is an outreach and community center serving Richmond's East End. Founded by John Coleman in 1979, Peter Paul is the oldest continually operating community center in the area. Our mission is one of empowerment through education: to support the neighbors of the East End and educate its students, equipping them to serve as positive contributors to their family, community, and society. We accomplish our mission through a comprehensive approach: providing our neighbors with nationally recognized out-of-school-time educational youth programming and programs that engage and strengthen families and the community that surrounds them.

### EDUCATE THE CHILD

Peter Paul's youth programming consists of the After School Academy and the Summer Promise Academy. Both focus on providing out-of-school time education, and the success of each is based on our developing innovative, individualized academic supports for students from grades 2 through 12. Both programs are designed with clear expectations of regular attendance, academic performance, and good behavior in school. In addition to the primary focus on academics, students participate in enrichment activities, receive healthy meals and snacks each day, and receive transportation to and from the center and all activities.

### ENGAGE THE FAMILY

Parents and caregivers are essential partners with Peter Paul on their child's journey. In addition to this partnership, parents have access to a number of additional resources and engagement opportunities. One such resource is the Promise Family Network, a supportive group comprised of current and prospective Peter Paul parents who focus on strengthening their family well-being and developing stronger relationships between children, parents, and other families. PFN families commit to the creation and execution of a family plan, where they set goals and then work to reach these goals in conjunction with family engagement staff.

### EMPOWER THE COMMUNITY

Peter Paul partners with a wide variety of organizations in the greater Richmond community to deliver supportive programming and services for its neighbors. Through the Community Action Network, Peter Paul convenes six action teams of East End neighbors and organizations: these teams advance initiatives vital to health and wellness, academic success, housing, and workforce development. Z-LIFE (Leading Individuals to Foundational Employment) provides access to employment and wraparound support services to individuals ages 18-24 that reside in Richmond City. Additional outreach activities include a twice-weekly program for senior citizens, twice-monthly food distribution, and additional wraparound services in partnership with ACTS, CARITAS, FeedMore, Smart Beginnings, and The Giving Wall.

# FY22 Strategic Plan



*Emergent Healthier,  
Stronger, and  
Ready to Serve*



## 1. Promote greater operational and communications efficiencies across the organization

- 1.1 Assess existing data management tools for adequacy and modify if needed
- 1.2 Share data, metrics and evaluations regularly with staff, Board and stakeholders
- 1.3 Consolidate the documentation of our services and program models in preparation for expansion
- 1.4 Employ decision making matrix to determine alignment of potential policies, initiatives and programs with the mission, capacity and resources of Peter Paul
- 1.5 Identify and resolve the elements of communications contributing to relational and operational challenges among staff

## 2. Ensure organizational sustainability by investing in people, infrastructure, and best practices

- 2.1 Ensure formalized policies and procedures are in place to guide our work and support key functions
- 2.2 Recruit, develop and retain staff based on revamped and clearly defined roles, relationships and expectations
- 2.3 Create a succession plan for executive staff and Board leadership
- 2.4 Refine our fiscal model to support longer term planning and forecasting
- 2.5 Identify infrastructure needs for the family & community engagement department
- 2.6 Research and evaluate revenue generating opportunities

## 3. Define and embrace the internal and external cultures of our organization and community

- 3.1 Conduct an organizational health assessment to evaluate operations, programs, and service delivery to meet the evolving stages of the pandemic
- 3.2 Define the values, philosophies and principles guiding our work
- 3.3 Educate ourselves on the culture and asset-based characteristics of our community

## 4. Prepare our neighbors to self-advocate and thrive

- 4.1 Develop a community-centered and organizationally-supported advocacy framework
- 4.2 Enhance the pipeline for serving and supporting post-secondary youth and young adults
- 4.3 Educate and equip community members with skills for self-advocacy and resiliency

## 5. Engage community assets in all Peter Paul programs and operations

- 5.1 Increase roles of community members within the organization
- 5.2 Engage in continuous Board development, with a focus on community representation
- 5.3 Align educational services around community engagement best practices
- 5.4 Ensure that youth have a voice in designing their experiences at Peter Paul

## 6. Assess and solidify services for youth and families within the East End

- 6.1 Strategic plans for Peter Paul will be informed by a preceding community needs assessment to determine barriers to success for children and families
- 6.2 Develop comprehensive brand story to support Peter Paul's community engagement philosophy
- 6.3 Conduct a market analysis to identify our unique value proposition(s) and what differentiates us from other comparable organizations or initiatives
- 6.4 Create strategies to return enrollment to pre-pandemic numbers, with an emphasis on the retention of middle school students transitioning to high school