

VISION STATEMENT: Pathway of Hope is ingrained in The Salvation Army culture and will be sustained for decades to come through investing in personnel, community partnerships and through private and public funding sources. POH will fulfil the needs of current generations without compromising the needs of future generations.



Core Values





DIVERSE FUNDING SOURCES

Strategies for Success



Personnel

- Invest in personnel development through training, mentorship, and ongoing support.
- Ensure competitive pay to recruit skilled case managers.
- Develop standard case manager and case worker job descriptions that include the use of the Pathway of Hope Approach.



Community Engagement

- Create a culture that promotes community collaboration at the local level.
- Develop a team approach that supports collaboration within the organization.



Diverse Funding Sources

- Diversify the program's funding sources to reduce reliance on any one source.
- Develop a budget allocation strategy that allows POH positions to be a standard role.
- Integrate POH into the Community Relations and Development fundraising strategy.

RESOURCES



Personnel

- POH Job Description Writing Guide
- POH Case Manager Job Description Template
- POH Case Worker Task List
- Compensation, Recruitment, and Retention Report
- Fit4Mission Program
- Caseworker Certification Program



Community Engagement

- Partner Agency Directory Guide / Template
- Community Partner Survey Template
- Community Communication Plan



Diverse Funding Sources

- Resource Reallocation
- Partner Agency Grant Application Sample
- Success Story Guide
- Examples of Diversification in Funding



PATHWAY ---OF--HOPE



Job Description Writing Guide

Pathway of Hope

This guide provides the basics of writing a job description and covers the following sections of the job description:

- Position Details
- ♦ Job Duties ("What you do")
- ◆ Performance Standards ("How you do it")
- ♦ Job Factors

For more comprehensive instruction, the Compensation Department offers Job Description workshops to provide administrators, managers, supervisors, and staff employees with the necessary tools to write effective job descriptions. Please see the Compensation Main page or FSDP page on the Organization Development website for dates and times of the next Job Description Workshop available to you.

Position Details

This Position Details section contains general information about the job – the current or requested classification, working title, pay range, exemption status, department name and number, position number, percentage of effort, the job description summary, comparable positions, etc.

Working Title – The working title for a job should be based upon the main function or role of the job. It is important to stray away from vague and very specific job titles, instead create a working title that appropriately describes both the level of responsibility and role of the job. Here are some examples of good working titles and those that need some improvement:

Good Working Titles

Program Director Administrative Assistant Help Desk Support Analyst Business Manager

Working Titles that need improvement

Director of the XYZ Program at the School of AB Assistant to the Director of ABC Dept Systems Programmer II Administrator III







Job Description Summary – The job description summary:

- Contains 1 3 paragraphs
- * Summarizes the main points of the job description which may include key responsibilities, functions, and duties; education and experience requirements; and any other pertinent information (i.e. scheduling requirements, travel, etc)
- Is used in job postings

Comparable Positions – Use this section to list any positions in the department that have a similar role or level of responsibility. It is useful to the Compensation Analyst during the classification process and helps to ensure positions are classified consistently.

Bellow, you will find an example of the Position Details section.

| Position Title | |
|---------------------------|-------------------------|
| Job Classification | Administrator I |
| Hiring Range | \$20,064.00-\$30,480.00 |
| FLSA Status | Non-Exempt |
| Provisional Period | 6 Months |
| Pay grade level | 5 |
| EEO-6 Category | PR |
| Salary Minimum | \$20,064.00 |
| Salary Midpoint | \$30,480.00 |
| Salary Maximum | \$40,896.00 |

| Position Information | | |
|---------------------------------|-------------------------|--|
| Department | 99999 – Department Name | |
| Working Title | Admissions Coordinator | |
| Assignment Category | Regular, Full-Time | |
| Position number: | 5557777 | |
| Campus | Oakland | |
| If other campus, please specify | | |
| Job Type | Staff | |
| Bargaining Unit | | |
| Staff Work Months | 12 | |







| Percent of Effort (Use numbers only) | 100 |
|---|--|
| Job Description Summary (Note: This summary is the language that will be used in the posting to advertise the position on the OHR Employment Web site) | The Admissions Coordinator is responsible for administering the admissions and registration processes and providing administrative support to the Program Director. Administration of the admissions process includes serving as the primary point of contact for potential students, preparing recruitment event materials, processing applications, coordinating the transcript evaluation process, and preparing admissions correspondence. Coordinate the initial registration process for students, review and coordinate the transfer credit evaluation process, post transfer credits, and provide general information to students. Administrative support to the Program Director includes preparing general correspondence, answering phone calls, assisting with meeting preparation, making travel arrangements, etc. A qualified candidate should have one to two years of experience in an academic support or secretarial position, preferably in a university setting. An associate's degree is preferred. |
| Comparable Positions (If there are any comparable positions within the department, identify these positions by position number and note the similarities and differences.) | #1234567 |

Job Duties

The Job Duties section is the foundation of the Job Description. It conveys the complexity, scope, and level of responsibility of a job. Due to the significance of this section, it is important to accurately, concisely, and completely describe the duties and responsibilities of a job.

This section of the Job Description is comprised of three main elements:

| Key Accountabilities | The main areas of responsibility within a job, or "buckets of work." A job description usually contains three to five Key Accountabilities. |
|----------------------|---|
| Duty Statements | Sentences that provide additional information about the tasks associated with the Key Accountability. |
| Percentage of Time | Estimates the portion o f the job that is spent on a particular Key Accountability. |







Job Duties Writing Methods

When the Job Duties are well written and organized, they can accurately convey the complexity, scope, and level of responsibility of a job. To assist in the organization and writing of the Job Duties, two writing methods have been developed:

Method #1:

- 1. Think of the job in terms of its Key Accountabilities, or main responsibilities / functions. Typically, a job will have 3 5 major Key Accountabilities. Here are some examples:
 - ▶ Budget Management
 - ► Executive Support
 - Event Coordination
- 2. After establishing the Key Accountabilities, generate specific job duties associated with each. These are the individual tasks or duties that correspond to the Key Accountability. For example, specific Budget Management duties might include:
 - Prepare budgetary reports
 - Analyze expenditures
 - ▶ Monitor levels
- 3. Condense the specific job duties into two to three concise "Duty Statements," beginning each statement with an **action verb.**







Method # 2:

- 1. Brainstorm a list of all the duties required to perform the job. These are the individual tasks completed on a daily, weekly, monthly or annual basis. Below is an example of a task list:
 - ► Arrange for catering
 - ► Compose and types correspondence
 - ► Coordinate logistical support for meetings, seminars, and departmental events
 - ▶ Determine and secures the event location
 - ► Make travel arrangements
 - ▶ Monitor levels
 - Prepare budgetary reports
- 2. Review the list and group the duties based upon the specific functions and responsibilities of the position, also known as Key Accountabilities.
- 3. Establish the Key Accountabilities. For this group, the Key Accountabilities may include: Event Coordination, Administrative Support, and Budget Administration.
- 4. Condense the specific job duties into two to three concise "Duty Statements," beginning each statement with an **action verb** (see page 8 for a list).

Here is an example of a well written and organized Key Accountability Section in a Job Description:

| Key Accountability | Event Coordination |
|--------------------|--|
| Duty Statements | Coordinate all Dean's Office events. This includes securing the event location, scheduling presenters, coordinating the production of event marketing materials and programs, maintaining the RSVP list, and making all catering arrangements. At the event, supervise the event staff and greet the guests. |
| Percentage of Time | 15% |







To summarize, here are some things to remember when completing the Job Duties section of the job description:

- * The Job Duties section should contain 3 5 Key Accountabilities.
- * Title each Key Accountability section to summarize the function / role.
- * Include 2 3 concise Duty Statements for each Key Accountability. The Duty Statements expand upon that particular area of responsibility as well as the role and complexity of the position.
- * Begin Duty Statement with an action verb (see page 8 for a list).
- * Limit the listing of Duty Statements and Key Accountabilities to what is required to perform the job.
- * Do not include duties that are no longer performed or those that may be required in the future.
- *Write the duties in terms of what the position requires, **not** based upon the capabilities of any individual.
- * Determine an accurate percentage of time the incumbent should spend on that particular Key Accountability over the course of a year

Performance Standards

The Performance Standards section:

- * Conveys the expectations of the job
- * Depicts the knowledge, skills, and abilities necessary to be successful in the job
- * Provides a basis for measuring performance

This section is typically completed by either the supervisor, hiring manager, or designated administrator in the department. There is a Performance Standards section associated with each Key Accountability which provides information about the performance expectations of that particular area of responsibility.







Here is an example of a Performance Standard for the "Event Coordination" example in the Job Content Section:

| Key Accountability | Event Coordination |
|--------------------------|--|
| Duty Statements | Coordinate departmental and programmatic events Secure the location Schedule presenters Make travel arrangements Coordinate the production of program / event marketing materials Maintain RSVP list Make arrangements for catering and any necessary equipment Staff the event |
| Performance Standards | Event Coordination activities are expected to be carried out with minor supervision. Must be capable of setting priorities and working under pressure Must be able to multi-task, planning several events simultaneously Ability to work well with internal and external participants is essential Knowledge of Microsoft Office Suite is imperative |

Job Factors

The Job Factors section of the job description outlines the knowledge and skills required to successfully function in the job. The Job Factors cover a variety of areas pertaining to the job, for example, the level of education/experience required, supervision received, and analytical skills and ability required for the job.

The assignment of Job Factors should be completed by the supervisor, hiring manager, or departmental administrator, and, should be reflective of the general responsibility level of that position. For example, an employee in an Administrator I classification would not be expected to be responsible for interviewing, selecting and hiring someone into an Administrator IV position, but may be responsible for interviewing, selecting and hiring a student worker. It is important to remember to include only information that pertains to the position and not specific to the skills, experience, and education of the incumbent.





The following are all the Job Factors listed in a job description and examples of responses:

| Minimum Education Level Required | Baccalaureate |
|--|---|
| The minimum experience level required (All qualifications listed must be job related.) | Three years of relevant administrative, marketing and/or event planning experience is preferred. |
| The amount of supervision received by the employee (What is the job classification and working title of the supervisor? How, and to what extent, is the employee's work checked? Note the distinction between initial or special training and ongoing supervision.) | The incumbent reports to the Assistant Director. After initial orientation, the incumbent will be given general direction from the Assistant Director, but is expected to perform duties and responsibilities independently. |
| The analytical skill required (What is the complexity or standardization of the tasks which are performed?) | The job requires excellent analytical and communication skills as statistical and financial reporting is an essential element to this position. |
| BOTH the level and budget volume (Dollar Amount) of financial responsibility/accountability (What is the extent of the employee's responsibility for calculating and verifying figures; gathering data; typing requisitions or budget documents; monitoring or analyzing expenditures; preparing reports; approving purchases; planning and authorizing department or grant budgets, etc?) | The incumbent is responsible for managing event budgets. This includes collaborating on budget development, monitoring and approving budgetary expenditures, and analyzing statistical and financial reports. The budget for a single event can range from \$5,000 - \$50,000. |
| The impact of actions carried by this position (What are the probable results of inadvertent error or mistake in judgment, interpretation, or exercise of responsibility?) | Poorly executed events could result in a negative image for the School and the University or potentially lose funding opportunities. |
| BOTH the diversity and complexity of the supervision exercised (List the job classification and working titles of those directly trained and/or supervised by this person). | This position is not responsible for supervising any staff positions. |
| The scope of the human resources impact of this position (Explain supervisory role in hiring, firing, promoting, evaluating, increasing salaries, etc. of other employees. Does the position carry "lead" responsibility? Explain how, and to what extent, the work of others is checked by the employee.) | Occasionally responsible for interviewing prospective candidates and providing input into the hiring process. |
| BOTH the level and nature of the INTERNAL contacts (What, if any, University departments does the incumbent contact. Why are these contacts made and how frequently are they made?) | The incumbent has regular contact with senior level University staff and faculty, such as Deans, Directors, Senior Administrators, etc. In addition, the incumbent maintains contact with several areas across the University including University Marketing Communications, Institutional Advancement, the Special Events Office, etc. |
| BOTH the level and nature of the EXTERNAL contacts | External contacts include staff members at other colleges and universities, government and industry representatives. |







Job Descriptions Dos and Don'ts

Before writing a job description, here are some helpful hints to consider:

DO:

- ▶ Refer to the Job Description Writing Guide
- Attend a Job Description Workshop
- ▶ Use a factual and impersonal style when writing the job description
- ▶ Base the job description on the department's needs
- ▶ Write an accurate, concise, and complete job description
- ▶ Use complete sentences
- ► Keep sentence structure as simple as possible, omitting unnecessary words that do not contribute pertinent information.
- ▶ Begin each duty/task with an action verb (see page 8 for a list).
- ▶ Be consistent when using terms like "may" and "occasionally." (These should be used to describe tasks that are performed once in a while, or tasks that only some employees perform.)
- ► Refer to job titles rather than incumbents, i.e., "Reports to Manager" instead of "Reports to Mary Smith."
- ▶ Be precise. This is critical for accurate job evaluation and analysis.
- ► Focus on critical activities.
- ► Use a logical sequence in describing duties and responsibilities (Key Responsibility first, followed by the corresponding duties)
- ► Call your Compensation Analyst for guidance

DON'T:

- ▶ Use the narrative form when writing a job description
- ▶ Base the content of the job description on the capabilities, skills, and interests of the incumbent
- ▶ Write the job description based upon the desired job classification
- Write the job description as step by step guide on how to do the job
- ▶ Include minor or occasional tasks, which are not unique to a specific job.







Action Verbs

| accommodate | communicate | draft | interface | recruit |
|-------------|-------------|-------------|-------------|--------------|
| achieve | compile | edit | interpret | reduce |
| acquire | complete | eliminate | interview | regulate |
| address | compose | enforce | investigate | report |
| adjust | compute | establish | issue | research |
| administer | conduct | evaluate | lift | resolve |
| advise | confer | execute | maintain | review |
| allocate | consolidate | expand | manage | schedule |
| analyze | construct | explore | monitor | search |
| apply | consult | facilitate | motivate | select |
| appoint | control | formulate | negotiate | solve |
| approve | coordinate | furnish | observe | specify |
| arrange | correspond | generate | operate | strategize |
| assess | counsel | guide | organize | streamline |
| assign | create | handle | participate | strengthen |
| assist | customize | hire | perform | summarize |
| audit | delegate | identify | plan | support |
| augment | deliver | illustrate | predict | teach |
| authorize | demonstrate | implement | prepare | train |
| budget | design | improve | present | translate |
| calculate | develop | improvise | process | troubleshoot |
| circulate | devise | incorporate | program | update |
| clarify | direct | increase | provide | validate |
| clear | disseminate | inform | quantify | verify |
| collaborate | distinguish | initiate | recognize | |
| collect | distribute | instruct | recommend | |





PATHWAY ---OF--HOPE



Pathway Of Hope Case Manager

Job Description Template

Corps/Department: Click or tap here to enter text.

Position Title: Click or tap here to enter text. **Reporting Status:** Click or tap here to enter text.

Employment Classification: Click or tap here to enter text.

Salary Grade: Click or tap here to enter text.

GENERAL STATEMENT: The Salvation Army is a branch of the Christian Church, and the ultimate goal of all programs is a spiritual regeneration of all people.

MISSION STATEMENT: The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by love for God. Its mission to practice the Gospel of Jesus Christ and meet human needs in His name without discrimination.

JOB SUMMARY: The Pathway of Hope (POH) initiative of The Salvation Army aims to provide strengths -based intensive case management services to families who desire to take action to break the cycle of intergenerational poverty and move from crisis to self-sufficiency.

The Case Manager will provide ongoing support and expertise through comprehensive assessment, planning, implementation, and overall evaluation of clients' needs utilizing the strength's-based perspective and motivational interviewing. The Case Manager will assess the housing, health, financial, and psychological needs of program participants, as well as collaborate with the Salvation Army Corps and community partners for a holistic and wrap around approach that will aim to meet identified goals in the client's individualized action plan and create an environment of stability and a network of support. The Case Manager will follow through on all assigned cases.

The Case Manager will be expected to keep track of case notes and case plans through the collection and reporting of client data into identified social services management system; WellSky Community Services. The Case Manager provides services according to the standards of The Salvation Army, that are culturally competent, ethical and promote a healthy, balanced lifestyle.







ESSENTIAL DUTIES AND RESPONSIBILITIES:

Case Management:

- Participates in all trainings for Pathway of Hope & WellSky Community Services; including but not limited to Strengths Based Perspective, Motivational Interviewing, Trauma Informed Care/De-Escalation, and Stages of Change Model
- Determine client eligibility for POH services and/or financial assistances available through Click or tap here to enter text. Corps
- Conduct intake and assessments such as URICA, Client Sufficiency Matrix, Personal Strength's, and Herth Hope Index
- Develop an individualized action plan and set of goals for each client
- Provide on-going case management/assessments for clients at 30, 60, 90 and 12 months; with an additional year of follow up after completion of Pathway of Hope
- Provide referrals to clients on housing, health benefits, financial support, and available community and public services
- Record and maintain accurate and thorough client data utilizing WellSky Community Services
- Respects and adheres to client privacy guidelines (HIPAA, 42 CFR and relevant POH guidelines)

Corps Integration:

- Support client's spiritual growth by connecting them to the local corps officer and/or ministry leader for pastoral care.
- Keep up to date with corps programming and opportunities for engagement with the local corps including, but not limited to: summer camps, vacation bible school, adult bible studies, after school programs, troops, music, and other youth activities.
- Support relevant corps events by providing Pathway of Hope promotional materials, information, and client referrals.

Community Collaboration:

- Network with outside appropriate agencies and build relationships with community partners
- Create and maintain a current file of appropriate community resources for staff use
- Attend community outreach events to promote Pathway of Hope and provide information on The Salvation Army.

Other:

- Attend monthly case management meetings to update the team concerning service plan progress and emerging needs
- Participate in meetings with the Divisional Pathway of Hope Coordinator
- Compile monthly statistical reports as required by the Division
- Maintain positive working relations with Salvation Army representatives, volunteers, and all agencies providing services to clients
- Other duties as assigned by the management team







MINIMUM QUALIFICATIONS:

- Bachelor of Arts in Social Work preferred or related field and/or minimum of 2-3 year of Case Management experience
- Must possess a valid class C California driver's license
- Minimum one year of experience working with low-income and/or homeless families
- Must be able to pass a criminal background check
- If working in vicinity of children, a criminal background check is required, with certification for Protect the Mission (PTM) policies and procedures

KNOWLEDGE, SKILLS, AND ABILITIES:

- Knowledge of the unique issues of homelessness
- Ability to work with diverse populations in a trauma informed, sensitive and non-judgmental manner
- Basic understanding of mental health disorders
- Knowledge of Strength's Perspective, Stages of Change Model, and Motivational Interviewing
- Ability to read, write, speak, and understand English
- Bilingual English/Spanish is preferred
- Proficient in Microsoft Windows and use of Word, Excel, and PowerPoint

PHYSICAL REQUIREMENTS: Must be able to sit, walk, stand, bend, swat, climb, kneel, and twist on an intermittent or sometimes continuous basis. Must be able to grasp, push, pull objects such as files, file cabinet drawers, and reach overhead. Must be able to lift up to 25 lbs. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and ability to adjust focus. Must have the ability to operate a telephone, a desktop or laptop computer, as well as the ability to access the produce information from a computer, and to understand written information.

Qualified individuals must be able to perform the essential duties of the position with or without accommodation. A qualified person with a disability may request a modifications or adjustment to the job or work environment to meet the physical requirements of the position. The Salvation Army will attempt to satisfy requests if the accommodation needed is reasonable and no undue hardship would result.

WORKING CONDITIONS: It is important for the case worker to be highly motivated, and a self-starter. Most work will be done in the community, with some desk work. Business casual attire during office and client visits. May need to wear business attire for certain functions. Attendance in trainings and meetings is required.







MISCELLANEOUS: The information in this job description indicates the general nature and level of work performed by an employee in this classification. It is not to be interpreted as a comprehensive inventory, or all duties, responsibilities, and qualifications of employees assigned to this job. Management has the right to add to, revise, or delete information in this description. Reasonable accommodations will be made to enable qualified individuals with disabilities to perform the essential functions of this position. Employees will be required to follow any other job-related instructions and to perform any other job-related duties requested by management. This document does not create an employment contract, implied or otherwise, other than "at will" employment relationship.





PATHWAY ---OF--HOPE



Pathway of Hope Task List

Case Worker

The task list below provides guidance for the intentional interactions needed to maintain the integrity and sustainability of Pathway of Hope.

ONGOING

- Perform all aspects of the case management process using the Pathway of Hope approach on Link2Feed (intake and selection, assessment, goal planning, action, transition and follow up).
- Facilitate participant introduction to the Spiritual Care Representative, and encourage access of spiritual care services, as appropriate.
- Effectively maintain case management records to accurately reflect services rendered.
- Complete initial and ongoing assessments.
- Develop and maintain the participant's goal plan.
- Maintain case notes for every interaction.
- Attend bi-weekly local Pathway of Hope case conferences initiated by the Team Leader, bringing forward an update on all POH participants on their status, as well as seeking group input for insight or solutions to barriers.
- Promote Pathway of Hope to community members and clients of other Salvation Army programs/activities, where appropriate.

MONTHLY

- Attend virtual training opportunities made available by the Pathway of Hope Territorial Specialist or Regional/Divisional Coordinator.
- Directly connect with the Pathway of Hope Territorial Specialist or Divisional Coordinator (virtually or in-person).
- Provide appropriate updates on participant progress and team functioning.
- Collaborate with the spiritual care representative regarding prayer requests. Ensure the referral for spiritual care is sent to the Corps officer or prayer team.







QUARTERLY

- Actively participate in at least one ongoing collaborative community committee, coalition, or network, at least quarterly if not more frequently.
- Ensure ongoing client assessments are performed at three (3) month intervals.

ANNUALLY

 Work collaboratively with the local team and the Pathway of Hope Territorial Specialist or Divisional Coordinator to develop at least 1-2 written participant success stories of approximately 250 words. Include pictures, if available.

As needed

- Build relationships with other community service providers, and attend network and community meetings.
- Provide participants with appropriate referrals to access external services
- Request and attend refresher training sessions.
- Ask questions, troubleshoot issues, and brainstorm solutions and new ideas to your POH Territorial Specialist or Divisional Coordinator.





PATHWAY ---OF--HOPE



Compensation, Recruitment, and Retention Report

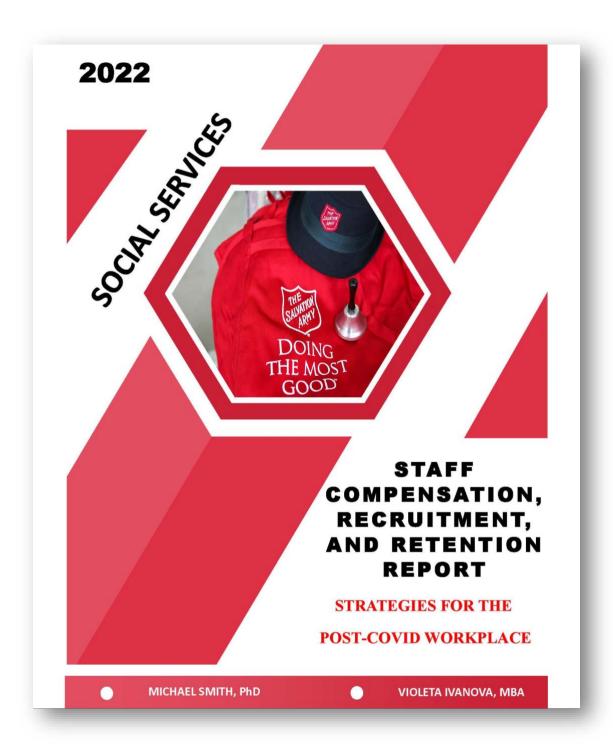








Table of Contents

| ABSTRACT | |
|---|----|
| DISCUSSION | 5 |
| COMPENSATION | 7 |
| LIVEABLE WAGES | 7 |
| COST OF LIVING EXPENSES | 8 |
| SALARY RANGES | 9 |
| SUMMARY OF WAGE AND COST-OF-LIVING DATA | 10 |
| HEALTHY WORK ENVIRONMENT | 13 |
| MANAGEMENT | |
| MEANINGFUL WORK | 15 |
| WORKPLACE FLEXIBILITY | 16 |
| OPPORTUNITY FOR ADVANCEMENT | |
| CONCLUSION | 19 |
| REFERENCES | 20 |
| APPENDICES | 21 |

2 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







ABSTRACT

The Salvation Army (The Army) enjoys a well-deserved reputation for its compassionate and wide-ranging services to those in need. However, for several years the Army has been challenged with long-standing vacant social services positions and high staff turnover rates. A pre-COVID 2020 staff survey found that the social services staff turnover rate is well above industry norms, with some divisions posting rates of 80% (Smith & Ivanova, 2020). Staffing challenges not only negatively impact The Army's ability to provide essential social services, but only increase workloads for those remaining, adding chronic stress for employees and corps officers. Turnover is a huge expense for organizations, costing as much as one and a half times an annual salary per lost employee to pay for continual recruiting, orienting, and training of replacement staff (https://hiring.monster.ca/hr/hr-best-practices/recruiting-hiring-advice/strategic-workforce-planning/employee-turnover-rate-canada.aspx). The replacement costs do not include lost institutional knowledge, the inability of companies to create values and traditions, or loss of programs because of lack of staff.

In short, vacancies and staff turnover are very costly and The Army was already challenged with retaining quality staff. Then, the COVID pandemic hit, making staffing challenges worse. It appears likely that the COVID pandemic forever changed the landscape of the American workforce.



During the height of COVID, 25 million Americans voluntarily walked away from their jobs.

Some resigned from the workforce, while others sought hybrid-remote opportunities and more meaningful and flexible work environments (Imbrie, 2022). The result of so much shifting is a highly competitive job market, with most employers scrambling to fill vacancies with qualified staff. The 2022 inflationary surges in cost-of-living have also impacted the job market. More than ever, base compensation is a significant consideration for those seeking or retaining employment. The Army is no

3 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report





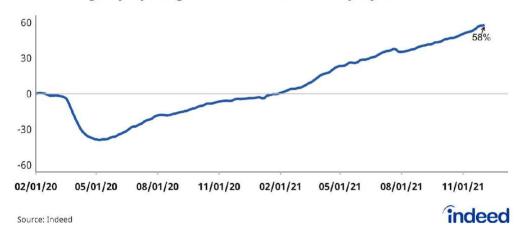


exception. According to the last staff survey, salaries that are not competitive are the highest contributor to dissatisfaction (Smith & Ivanova, 2020).

The reality is that The Army is losing its competitive edge in attracting and retaining qualified and talented staff, particularly younger, more highly educated professionals. The urgent need to address the staffing challenges calls for The Army leadership to reconsider how it invests in the workforce. This report outlines what constitutes competitive wages and encourages SA leadership to dedicate resources for corps that enable them to pay competitive wages. In addition to wage recommendations, non-salary recommendations for recruiting and retaining staff are offered based on the current management research. Only through significantly improved salary compensation and employee-sensitive management, The Army can have adequate staff to fulfill its dual mission of preaching the Gospel and meeting human needs without discrimination.

Job postings on Indeed, United States

% change in job postings since Feb 01 2020, seasonally adjusted, to Dec 03 2021



4 | Page

2022 Social Services Staff Compensation Rectuitment and Retention Report







DISCUSSION

The Salvation Army (The Army) is well known for its compassionate and wide-ranging services to those in need. A partial list of the vast array of social services includes mobilizing lifesaving support in disasters, offering food to the hungry, providing safe shelter for the homeless, medical, dental, and legal clinics, child and adult care, material assistance, and case management to help those in poverty escape cycles of instability. However, for several years the Army has been challenged to fill long-standing vacant social services positions and address the high rates of staff turnover, which has hampered its ability to provide essential social services. What is more, lack of staff results in the loss of programs-and loss of programs results in loss of fundraising potential. Thus, adequate staffing is vital to both service delivery and fundraising. Moreover, turnover is a huge expense for the organization, costing as much as one and a half times an annual salary per lost employee to pay for continual recruiting, orienting, and training of replacement staff (https://hiring.monster.ca/hr/hr-best-practices/recruiting-hiring-advice/strategic-workforce-

DIRECT COSTS

Interviewing hiring onboarding benefits training

PERCENTAGE OF ANNUAL SALARY

INDIRECT COSTS

lost production short-staffing overloading other employees reduced morale client loss lost knowledge

An employee making \$8/hr earns \$16,640/yr. In direct costs alone, 16% is \$2,662 lost in turnover

planning/employee-turnoverrate-canada.aspx). The replacement costs do not include lost institutional knowledge, the inability of companies to create values and traditions, or the loss of programs because of a lack of staff.

For various reasons explained in this report, The Army is losing its competitive edge in attracting and retaining quality frontline social service staff. In the 2020 Salvation Army Social Services Staff Satisfaction Survey (Smith & Ivanova), the most endorsed reason for dissatisfaction in the workplace was low salary relative to local markets. Local Army units simply cannot compete with other employers, such as McDonalds, Starbucks, etc., who can offer attractive starting wages and even signing bonuses. One of the authors directs the

\$630

BILLION

Overall cost of employee turnover in the U.S.



Some

TSA

units report a turnover rate approching

80%

5 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report

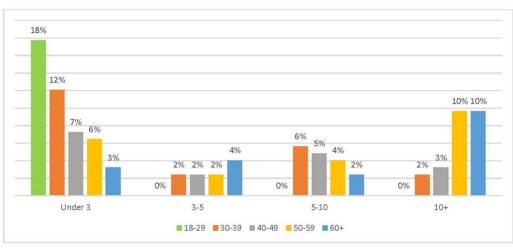






Pathway of Hope (POH) initiative in the Central Territory. During monthly phone calls with Regional Coordinators, who provide clinical supervision to POH corps case managers, a frequent complaint is the lack of case managers. Several divisions have had multiple long-standing social services vacancies, and turnover rates approaching 80% (Smith & Ivanova, 2020).

Years with TSA by age groups



Smith & Ivanova, 2020

The life-transformative work of Pathway of Hope — to break intergenerational poverty-based cycles of instability and crisis — is impossible without adequate staffing at the corps. The authors acknowledge that most corps lack the financial resources to enhance salaries for social services staff. One of the purposes of this report is to outline what constitutes competitive wages and encourage SA leadership to find and dedicate additional resources for the corps to allow them to pay competitive wages.

Based on Smith & Ivanova, 2020, and research on today's employee expectations, there are three essential aspects of staff recruitment and retention in today's marketplace.

- Compensation: livable wages and adequate benefits,
- Healthy Environment: Meaningful work in a well-managed flexible environment that meets life and work balance needs, and
- Opportunities for professional growth and advancement.

6 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







On the positive side, the Smith & Ivanova staff survey found that by and large, staff was satisfied with Army non-salary benefits, such as medical, time off, disability and life insurance, and other benefits. The Army offers competitive benefits compared to other faith-based and non-profit organizations (Smith & Ivanova, 2020). (Note: More could be done to emphasize the competitive benefits during hiring interviews.). However, monthly family medical premiums are often out of reach for Salvation Army lowwage earners (Smith & Ivanova, 2020). Survey respondents also reported personal alignment with the mission of The Army but with the current high cost of living, personal mission alignment is insufficient to retain workers who need higher compensation to support their families.

Compensation 3



Livable Wages

What constitutes livable wages? Livable wages consider the average cost of living, including housing, food, transportation, health care, childcare, taxes, and other necessities (see Appendix A). Thus, a livable wage allows a worker to meet the essential cost of living expenses without undue hardship. As noted above, housing, food, gas, childcare, and medical costs are rising. Certainly, salary ranges are relative to job duties, education, and experience levels. However, an established basic livable wage communicates to Salvation Army employees that their work is valued and assures them of a minimal standard of living. One of the authors is aware of longtime Salvation Army employees who still earned state minimum wages after years of faithful service. This author is also aware that some lowwage employees go without family medical insurance, a vehicle, decent housing, or other necessities simply because they do not earn enough money to pay for these quality-of-life essentials. Chicago, IL, and Bismarck, ND were chosen for comparison purposes representing a large city and a smaller one.

Table One: Examples of suggested livable wages per location, number of wage earners in a household with two children (see Appendix A for the full listing).

| Chicago | 1 wage earner in household | 2 wage earners in household | |
|----------------------|----------------------------|-----------------------------|--|
| Livable wage | \$40.20 | \$22.01 | |
| Minimum wage in 2022 | \$15.00 | \$15.00 | |
| Bismarck ND | 1 wage earner in household | 2 wage earners in household | |
| Livable wage | \$35.99 | \$19.84 | |
| Minimum wage in 2022 | \$7.25 | \$7.25 | |

7 | Page

2022 Social Services Staff Compensation







The livable wage information appearing in Appendix A based on 2021 figures does not consider the sharp rise in costs experienced thus far in the inflation of 2022. In particular, housing, food, and gas costs have spiked to unprecedented levels, putting increased financial pressure on low-wage employees. As noted in the chart above, a significant pay gap exists between livable and minimum state wages, especially for households with a sole wage earner. Many corps struggle to pay adequate wages and offer compensation at, or close to, state minimum wages. This practice fails to adequately compensate the value of social services rendered. While not every corps can offer compensation to the level of livable wages, paying *closer* to livable wages would attract and retain higher qualified staff. Livable wage levels offer a benchmark for the corps to consider when setting salary ranges. Note: While the livable wage information would represent a minimum standard for wages, even livable wage amounts fall short of adequately covering all living expenses in specific locations (e.g., Bismarck, ND, livable wage \$74,880 cost of living -\$93,377).

Cost of Living Expenses

Another way to examine adequate wages is to consider cost-of-living expenses. Appendix B goes on to identify the specific monthly costs of necessities per location for a household of two adults and two children. One can see that the costs vary significantly from location to location, larger city to smaller city, but all of the costs are high ranging from an annual cost between \$98,675 (Minneapolis/St Paul) and \$73,340 (Flint, MI). Again, these figures do not include the recent inflationary surges in housing, food, and gas prices.

The published data on required annual income appears in Table Two below.

Table Two: Examples of required income per location for 1 adult and 2 children household

| Chicago | 1 adult 2 children in household |
|------------------------------|---------------------------------|
| Required income before taxes | \$83,626 |
| Bismarck, ND | 1 adult 2 children in household |
| Required income before taxes | \$74,867 |

(See Appendix B for full details)

According to data in the two charts, the necessary salaries for social services staff to meet basic living expenses for one adult and two children are as follows: (Chicago- \$83,660 (\$40/hr.)- Bismarck ND (\$74,859 (\$35.99/hr.). Salvation Army managers in the Midwest can use the two Appendices to determine estimated salary ranges to be competitive in their specific location for the number of persons

| 8 Page | 2022 Social Services Staff Compensation, |
|-----------------|--|
| Al as an as | Rectuitment and Retention Report |







in the household. Salvation Army managers outside the Midwest can use similar publicly available livable wage data to determine their competitive salary ranges. Additional fundraising will be needed to come close to competitive salary ranges for most corps.

Salary Ranges

A third way to estimate competitive wages is to examine publicly available recommended salary ranges for specific social services jobs. Appendix C gives recommended salary ranges for various social services jobs by location. As seen in the representative examples below, salary ranges vary significantly depending on duties (e.g., manager), level of education, and responsibility. Appendix C identifies four types of social services jobs likely to be performed at a Salvation Army corps or program unit, and recommends starting salaries by location. Most frontline corps social services staff who perform material assistance and referrals would fall under the first Community Social Services Occupations category. It should be noted that corps social services staff who perform more clinically based duties, such as strength-based case management in initiatives like Pathway of Hope, would fall under the third category of social and community managers or the fourth category of a social worker. Social services staff performing clinical counseling duties in programs such as the ARC or Harbor Light would qualify as managers and/or social workers.

<u>Table Three:</u> Examples of social services jobs posted salary ranges per location.

| Location | Community Social Service Occupations | Community & Social Service Specialist | Social and Community Services Managers | Social Workers - other | | | | | |
|------------------|--------------------------------------|--|--|------------------------|--------------|----------|----------|----------|----------|
| | | | | | Chicago | \$48,820 | \$47,482 | \$73,800 | \$71,680 |
| | | | | | Bismarck, ND | \$56,160 | \$49,630 | \$77,390 | \$77,390 |
| Grand Rapids, MI | \$47,040 | \$38,830 | \$75,750 | \$48,690 | | | | | |
| Milwaukee WI | \$48,520 | \$52,320 | \$73,850 | \$58,450 | | | | | |

(see Appendix C for full details)

9 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







Summary of Wage and Cost-of-Living Data

The wage and cost-of-living data captured in the appendices paint the wide range of suggested livable wages, cost-of-living and salary ranges for different social services jobs in various locations. Note: As stated above, the livable wage information would represent a minimum standard for wages, because even livable wage amounts fall short of adequately covering all living expenses in specific locations (e.g., Bismarck, ND, livable wage \$74,880 cost of living -

\$93,377).

Recommendation - Conduct local salary research: It is recommended that corps and social service programs conduct salary research to determine what would be a *competitive range* for their location for their social service staff. Local cost-of-living data are readily available on the Internet. Given the escalating cost of living and increasing complexities of frontline social service staff duties, most corps should consider starting salaries at either the cost-of-living data or posted job salary ranges. This increase will require the corps and divisional development departments to prioritize securing new funding to enhance salaries.

Recommendation - Seek funding specifically for salary enhancements: One idea would be to establish a Salary Enhancement Task Force in each division to write grants and otherwise seek funding specifically for equitable salaries. Every grant written in a division should include livable staff salaries. Corporate salary support could also be solicited.

Recommendations - Strengthen Programs and Quality of Services: Quality is as important for the nonprofit organization as for the for-profit one. Donors look for a return on investment, which in the nonprofit sector is described by the impact of the social services rendered. Only sustainable programs, well managed by qualified adequately compensated staff, and that can show data-

RECOMMENDATIONS

- Conduct local salary research
- Seek funding specifically for salary enhancements
- Strengthen programs
- Provide quality services
- Work with CRD department to increase Social Media presence
- Increase community engagement

proven results will be attractive to potential funders. Divisions should strive to improve their programs and y reevaluate how financial resources are being utilized. The re-evaluation of programs may result in the restructuring or elimination of some programs or activities in order to fully compensate staff in the most effective programs.

10 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report

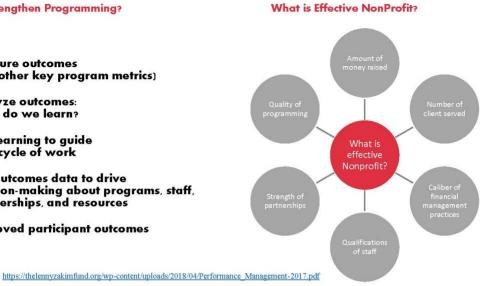






How to Strengthen Programming?

- **Measure outcomes** (and other key program metrics)
- Analyze outcomes: What do we learn?
- Use learning to guide next cycle of work
- Use outcomes data to drive decision-making about programs, staff, partnerships, and resources
- Improved participant outcomes



Recommendations: Increase Community Engagement and Social Media Presence: Community engagement is critical to the success and continued operation of the Army. Without the support of the community, the Army has little chance of long-term prosperity. The Army's ability to build a strong presence and long-lasting relationship with the community will determine the potential of attracting additional funding for sustainable programing and qualified staffing. As importantly, successful community engagement improves service coordination, networking, and referrals. Finding new and attractive ways to increase the Army's presence and impact should be also prioritized and each unit should be effectively working with the CRD department to find the best way to advance the Army's mission in their local community. The list below identifies strategies for units and corps to increase community engagement.

Ways Nonprofits Can Increase Community Engagement

- Encourage Discussion To Forge Relationships
- Participate In Local Events
- Be A Partner For Your Community
- Target The Leaders On The Ground
- Use Your Space To Inform Your Neighbors

11 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







- 6. Leverage The Community For Knowledge
- 7. Let Ambassadors Lead The Way
- 8. Be Consistent And Get Involved
- 9. Create Mutually Beneficial Opportunities
- 10. Hold benefit events
- 11. Build a strong social presence
- 12. Pay special attention to your volunteers
- 13. Go with a new trend—crowdfunding
- 14. Implement "giving levels"

https://articles.bplans.com/proven-strategies-to-increase-your-nonprofits-revenue/

https://www.forbes.com/sites/forbesnonprofitcouncil/2017/10/17/nine-ways-nonprofits-can-increase-community-

engagement/?sh=3948b4b7799d

The following section discusses the non-salary factors that influence staff retention. These include meaningful work in a well-managed flexible environment that meets employee life and work balance needs.

12 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







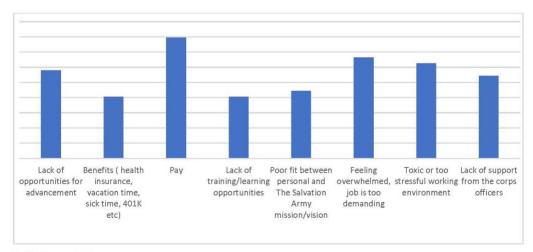
Healthy Work Environment



A well-managed flexible environment that meets employee life and work balance needs.

Management: The 2020 Smith & Ivanova study reported repeated dissatisfaction with workplace stress related to poor management. Specific stress factors listed by respondents related to poor leadership included the following: a lack of clear and consistent staff communication, dishonesty, poor or nonexistent supervision, "toxic" workplace environments with ineffective rules and procedures, inaccurate or nonexistent job descriptions, and little feedback on job performance. All in all, poor leadership was cited by study participants as the second most likely reason for leaving TSA employment, should they decide to leave at some point (second to pay). The survey's authors concluded that, generally, most sites failed to routinely assess workplace satisfaction (Smith & Ivanova, 2020). Thus, managers did not know how to improve the workplace culture if needed.

Rank from 1 to 8 (1 being the factor that contributes the most, and 8 the least) the factors that you believe contribute the most to staff turnover in The Salvation Army



Smith & Ivanova 2020

13 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







Other studies have found that poor workplace environments directly impact staff turnover. With today's competitive job market, healthy workplace dynamics are more important than ever. Thomas & Delizonna (2022) cite a McKinsey Report that of the 25 million people who quit their jobs in 2021, their main reasons for quitting were 1) not feeling valued and 2) not feeling a sense of belonging. A new Pew

Center survey found that low pay (63%), no opportunities for advancement (63%), and feeling disrespected (57%) were the primary reasons for leaving their jobs (Parker & Menasce-Horowitz, 2022). Other reasons for walking away from a job included a toxic work environment (Imbrie, 2022), micromanaging (Liao, 2022), and lack of flexibility (Liao, 2022; Parker & Menasce-Horowitz, 2022). These studies underscore the importance of trained managers to assess workplace culture and build positive employee relationships. Such training goes a long way towards improving workplace environments and better retention of valued employees.

Recommendations - Management Training: One strategy to prevent costly and disruptive staff turnover is to provide management training and post-training manager support. Managers, be they officers or civilian staff, need standardized training in effective team-building and management techniques. Territories would do well to identify a proven effective management training curriculum and require all persons managing staff to attend such training (much like the standardized Safe From Harm or Protecting the Mission curriculum mandated for completion for those providing services to minors). The College for Officer Training could add a management class based on proven effective management strategies. In addition, managers need to regularly assess the corps and program workplace cultures. Simple anonymous staff surveys could be used to collect milieu satisfaction. The goal is for managers across all Salvation Army products and services to create supportive and effective teams. Healthy teams improve employee retention, morale, and service delivery to those who rely on The Salvation Army.

RECOMMENDATIONS

- Management training
- Flexible work schedules
- Remote opportunities
- Supervisionby socialservicesprofessionals
- Clear goals and duties
- Annual performance reviews

14 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







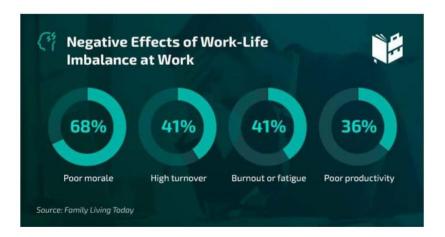
Meaningful Work:

In addition to well-managed workplaces, studies suggest that in today's post-Covid highly competitive market, the workforce is searching for meaningful work. Thomas & Delizonna (2022) state that when employees understand the direct impact of their work on the organization it enhances personal meaning and motivation. Likewise, Liao (2022) found that beyond simply earning a paycheck, many employees want to find real meaning in the work they complete each day and to know that their efforts are making a difference.

The services of The Salvation Army make a tremendous difference in the lives of millions of persons who receive services and attend corps worship and other activities. During employee meetings, managers should highlight the real-life impact of the transforming work of The Army. Other strategies for managers to build meaning for employees include:

- 1) spending time to get to know their employees' career goals and workplace needs (Athitakis, 2022; Imbrie, 2022; Michalak & Marlette, 2022; Thomas & Delizonna, 2022),
- 2) build on shared goals (Thomas & Delizonna, 2022), 3) demonstrate respect for employee efforts (Parker & Menasce-Horowitz, 2022), celebrate victories, and create opportunities for team building and bonding (Thomas & Delizonna, 2022).

Many of these concepts appear an effective management training. With practical training for all managers, it would be beneficial to establish peer management mentoring with new and experienced managers. Peer mentoring can focus on positive employee-oriented workplaces.



15 | Page 2022 Social Services Staff Compensation, Rectuitment and Retention Report







Workplace Flexibility to Promote a Healthy Life-Work Balance

As noted earlier in this study, COVID has forever changed the American workplace. The most significant change in employee expectations is the inclusion of hybrid/remote work. Embracing this changed expectation, more and more employers offer hybrid or complete remote work opportunities. When possible, employers who have adopted hybrid and complete remote work opportunities have fared better in recruiting and retaining productive employees. Hybrid opportunities include working from home two to three days a week, with the rest of the time in the office. A recent Pew Center survey found that 55% would prefer to be remote at least three days a week, and 80% of respondents would choose a job with a flexible schedule over a job without one (Parker & Menasce-Horowitz, 2022).



Recommendations - Offer flexible work schedules with remote work opportunities:

Like most workplaces pre-COVID, hybrid and full remote work had not been traditionally offered in Salvation Army. As such, there is some reluctance to permit remote work, even when productive work is possible out of the traditional office location. Many Salvation Army sites have started to include non-office work opportunities, while others have not. One of the authors is aware of several high-value employees who left The Army due to its lack of flexibility on remote work options. It is recommended that worksites, when possible, allow at least two days a week of remote work opportunities. More remote work means that managers will need to find ways to keep remote employees engaged (Liao, 2022). Admittedly, remote work may not be possible for frontline social services staff who are needed to manage essential corps functions daily. Nevertheless, corps officers could consider incorporating some

16 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







remote work (perhaps one day a week to work from home to complete data entry, etc.) or more flexible work hours.

Most Common Sources of Stress in the Work Environment

1. Insecurity

- 2. Salary concerns
- 3. Unrealisric performence expectations
- 4. Inappropriate workload
- 5. Poor work/life balance
- 6. Lack of opportunity for advancement
- 7. Lack of support
- 8. Being unappreciated
- 9. Lack of two-way communication
- 10. Lack of trust
- 11. Unethical and inconsistent management

- 1. Elevate the Importance of Workplace
- 2. Encourage Flex Time and Remote Working
- 3. Set Crystal Clear, Realistic Goals and job duties
- 4. Provide the Right Digital Tools
- 5. Allow for Dedicated Unplugged Time
- 6. Encourage Feedback and Team Decisionmaking
- 7. Provide Development and Advancement Opportunities
- 8. Provide resources and support
- 9. Encourage open communication (surveys, focus groups etc)
- 10. Provide opportunity for team outing and team building
- 11. Provide employee recognition

Ways to Reduce Stress in the Work Environment

17 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







Opportunity for Advancement

Professional Development plans: While not always possible, managers should endeavor to create opportunities that challenge, interest, and develop the skills of their social services staff. This is accomplished by engaging staff in conversations about their professional interests and future goals. The manager and employee should write a *professional development plan* and incorporate the development goals into annual performance reviews.

Community networking and leadership: The previous section discussed activities that lead to successful community engagement. Allowing time for staff to network in the community is an excellent way for them to deepen their knowledge of community resources and improve their professional skills. In this, they should be permitted to sit on community committees and boards as another way to develop professional skills. Likewise, managers should find ways for staff to take on additional leadership responsibilities in their current position. For instance, they could direct a special project. Additionally, paying continuing education tuition reimbursement is another way to encourage and support their professional development. In sum, employees will more likely stay if they feel valued, challenged, and supported in their professional growth.

With this said, supporting the growth of staff will sometimes lead to their outgrowing their current position. Still, supporting their advancement is overall positive as it adds to the employee growth-oriented reputation of The Army and adds more skilled social service professionals to the field.

18 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







CONCLUSION

The Salvation Army's well-deserved reputation of meeting human needs without discrimination is experiencing unprecedented staffing challenges considering post-COVID changes in job expectations and cost-of-living realities. To be more competitive in today's social services marketplace, the Army must find new funding avenues to boost staff compensation levels and establish more flexible and employee-oriented workplaces. Indeed, without significant improvements in compensation and more flexible workplace dynamics, it is likely that The Army will continue to experience service disruption and costly staff vacancies and turnover. In sum, only through significantly improved compensation and better management of workplace environments will The Army have adequate staff to fulfill its dual mission of preaching the Gospel and meeting human needs without discrimination.

Through compensation and management improvement The Army has an opportunity to establish itself as an attractive workplace, particularly for younger, well-educated, and career-oriented professionals.

In this way, we can truly "do the most good."



19 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







REFERENCES

- Athitakis, M. (April 24, 2022). How to Keep Talent during the Great Resignation. Associations Now https://associationsnow.com/2022/04/how-to-keep-talent-during-the-great-resignation/?utm_medium=email&utm_source=rasa_io
- Forbes Nonprofit Council (October 17, 2017) Nine Ways Nonprofits Can Increase Community Engagement. https://www.forbes.com/sites/forbesnonprofitcouncil/2017/10/17/nine-ways-nonprofits-can-increase-community-engagement/?sh=3948b4b7799d
- Fund, L. & Bass E. (May 3, 2017) Measuring, Evaluating, and Improving Nonprofit Effectiveness https://thelennyzakimfund.org/wp-content/uploads/2018/04/Performance_Management-2017.pdf
- Imbrie, R. (2022). 5 Strategies to Prevent Employee Turnover. The Predictive Index https://www.predictiveindex.com/blog/employee-turnover/?utm_source=weekly-recharge&utm_medium=email
- Kovacevic, A. 7 Ways That Managers Can Facilitate a Stress-Free Work Environment Time Doctor https://www.timedoctor.com/blog/stress-free-work-environment/
- Landau, C. Proven Strategies to Increase Your Nonprofit's Revenue.

 https://articles.bplans.com/proven-strategies-to-increase-your-nonprofits-revenue/
- Liao, N. (April 12, 2022). Six Ways Leaders Can Boost Remote Employee Morale. The Center for Association Leadership <a href="https://www.asaecenter.org/resources/articles/an_plus/2022/04-april/six-ways-leaders-can-boost-remote-employee-morale/?utm_medium=email&utm_source=rasa_io
- Michalak, C. & Jackson, M. (March 04, 2022). Supporting the Well Being of Your Underrepresented Employees. Harvard Business Review https://hbr.org/2022/03/supporting-the-well-being-of-your-underrepresented-employees?utm medium=email&utm source=rasa io
- Parker, K. & Menasce-Horowitz, J. (March 9, 2022). Majority of Workers Who Quit a Job in 2021 Cite Low Pay, No Opportunities for Advancement, Feeling Disrespected. Pew Research Center https://www.pewresearch.org/fact-tank/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected/
- Smith, M. & Ivanova, V. (2020). <u>Social Service Staff Compensation & Benefits Study: Findings and Recommendations.</u> Unpublished manuscript. Salvation Army Central Territory Headquarters, Hoffman Estates, IL
- Thomas, C. & Delizonna, L. (April 01, 2022). How Teams Are Retaining Employees Right Now. Harvard Business Review https://hbr.org/2022/04/how-teams-are-retaining-employees-right-now?utm_medium=email&utm_source=rasa_io
- What to become (March 30, 2022) 20 Eye-Opening Work-Life Balance Statistics for 2022 https://whattobecome.com/blog/work-life-balance-stats/

20 | Page

2022 Social Services Staff Compensation, Rectuitment and Retention Report







PATHWAY ---OF--HOPE



Fit4Mission Program



Fit4Mission is a modular e-learning curriculum designed to support the ethical, missional, and professional delivery of The Salvation Army's community work and social services. It provides foundational learning of The Salvation Army's mission, vision, and values for those engaging in direct service and support to the community. The learning content supports the values of service and stewardship, both by increasing personnel capacity with enhanced training resources and through developing our awareness of day-to-day operations and risk prevention approaches as we provide hope and dignity to those we support.

Fit4Mission is an orientation tool for employees, officers, and volunteers. It is recommended that new personnel complete The Salvation Army Mission & Vision course in their first 90 days of employment. All existing personnel are encouraged to complete this course.







The Fit4Mission Suite contains seven courses, each with three modules. Once a student has completed the compulsory course (The Salvation Army Mission & Vision) access will be provided to the additional five courses.

- 1. **The Salvation Army Mission & Vision**: This course provides a comprehensive understanding of The Salvation Army's mission and vision through three interconnected modules. It aims to equip participants with knowledge of the organization's foundations, insights into poverty and its impacts, and effective strategies for working with people.
- Trauma-Informed Care: This course focuses on skills and knowledge necessary for effective trauma-informed care. It covers understanding trauma, the principles of trauma-informed care, and practical strategies for managing trauma in the workplace to create a resilient and empathetic environment.
- 3. **Care Management**: This course provides essential skills for effective care management, including intake and case management, goal setting, and motivational interviewing to advocate for clients' needs.
- 4. **Equity, Diversity & Inclusion**: This course develops skills for working with diverse populations. It emphasizes the importance of equity, recognizing and addressing bias, and effective engagement with individuals from diverse backgrounds.
- 5. **Mindfulness & Self Care**: This course focuses on developing mindfulness and self-care practices. It addresses the benefits of mindfulness, effective self-care strategies, and ways to prevent and address compassion fatigue.
- 6. **Spiritual & Religious Care**: This course provides guidance on offering spiritual and religious care. It differentiates spiritual and religious care, building connections with clients, and using "coffee time" to foster relationships.
- 7. **Conflict Resolution**: This course develops skills for effective conflict resolution. It explores conflict theory, workplace conflict management, and biblical reflections on conflict, promoting humility and vulnerability in resolution strategies.

For more information about Fit4Mission, please visit the Fit4Mission Website.







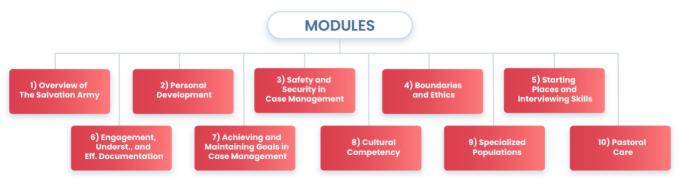


PATHWAY ---OF--HOPE



Caseworker Certification Program





The program encompasses ten training modules. These modules contain videos, readings, and quizzes that move the caseworker through a body of knowledge essential to sound case management. In addition, the curriculum supports several initiatives, such as Pathway of Hope and the revised *Faith in Action* textbook distributed in 2017, which will be required for the coursework.

A brief description of the ten modules are as follows:

- Overview of The Salvation Army: This module sets forth the historical events and theological commitments that account for the advancement of The Salvation Army into social ministries.
- 2. **Personal Development:** This course introduces participants to the critical ways of thinking, being, and doing that can help improve one's mindset, performance, and overall well-being.







- 3. **Safety and Security in Case Management:** This course provides tips on keeping yourself safe and aiding in de-escalating behaviors while working with clients.
- 4. **Boundaries and Ethics:** This module introduces ethical social services practices and the importance of adhering to the Salvation Army Social Services Code of Ethics.
- 5. **Starting Places and Interviewing Skills:** In the module, participants will gain a level of understanding of the necessary communication skills for case management.
- 6. **Engagement, Understanding, and Effective Documentation:** This module introduces engagement, and empathy. It also provides information and tools for understanding a client's situation in context and guidelines for writing accurate and effective case notes.
- 7. **Achieving and Maintaining Goals in Case Management:** The use of action steps, strategies to overcome barriers/challenges, and approaches for maintaining client gains/stability will be covered, along with the integration of pastoral care and community collaboration/advocacy.
- 8. **Cultural Competency:** This course helps staff become self-aware and mindful by exploring one's social identity, along with providing the tools for a cultural model of care and an understanding of biases.
- 9. **Specialized Populations:** This module introduces participants to four key areas where additional knowledge and skills are needed to practice compassionately and effectively with specialized populations.
- 10. **Pastoral Care:** This module introduces learners to foundational pastoral care concepts and the National Social Services Standards for Pastoral Care, with the vision of providing a holistic approach to mission-driven service.

For more information, please contact your Divisional Pathway of Hope representative.







PATHWAY ---OF--HOPE



Partner Agency Directory Guide

This directory template is designed to help collect and organize information about community partners. By fostering strong partnerships, this tool ensures effective collaboration that benefits individuals and strengthens local support networks.

How to Use the Directory

- Enter Your Ministry Unit Name: In the "CORPS NAME" field at the top, enter the name of your Ministry Unit.
- Add Community Partner Details:
- Partner Name: Enter the name of the agency or organization.
- Type: Select the type of partner from the drop-down menu (e.g., Education, Health Care, Food Assistance).
- Program: Specify the program or service the partner provides.
- Address: Enter the physical address of the partner.
- Phone Number: Provide a contact number.
- Contact Name: List the key contact person at the partner organization.
- Important Information: Add any relevant notes or details about this partnership.

Additional Notes

- If divisional leadership wants to collect data from multiple Ministry Units, they can duplicate the table and gather the information in one consolidated document.
- The "Partner Type" column is a drop-down list with predefined categories. If a partner
 does not fit any listed category, please contact the administrator to discuss adding a
 new category.
- Keep the directory updated to reflect changes in partnerships, contact information, or new services.
- This resource is a living document meant to help Ministry Units build strong networks and better serve their communities.







| CORPS NAME: | | | | | | |
|--------------|------|---------|---------|--------------|--------------|-----------------------|
| PARTNER NAME | TYPE | PROGRAM | ADDRESS | PHONE NUMBER | CONTACT NAME | IMPORTANT INFORMATION |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |







PATHWAY ---OF--HOPE



Community Partner Survey

Template

| | Pathway of Hope Community Survey |
|------------|---|
| | To complete our survey process, please answer the following questions as honestly as possible. Unless you indicate an interest in participating in a follow up interview, your answers will remain anonymous. Thank you in advance for completing this survey for us, it will enable us to provide the most needed services to our Pathway of Hope clients. |
| * Required | |
| 1. Wha | nt Salvation Army location are you affiliated with? (City & State) * |
| | se indicate your organization type: * Social Service Agency/Case Worker Church/Faith Based Organization Educational Institution State or Federal Agency |
| | Hospital Other |







| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|--|--------------------------------------|-----------------|--------------------------------|-------------|--------------------|--------------|--|--------------------------|--|
| Not Applie | able | | | | | | | | | Very easy |
| 10. Please in | idicate h | ow many | referrals | you hav | e made: * | | | | | |
| O Non | e | | | | | | | | | |
| One | to Five | | | | | | | | | |
| ○ Six t | o Ten | | | | | | | | | |
| ○ Ten | or more | | | | | | | | | |
| 44 11 | <i>c</i> 1 | | W. T C | 1 4 | | | | , , | 2. | |
| 1. How sati | stied we | ere you w | ith The Sa | alvation / | Army's Pat | thway of | Hope re | ferral pro | ocess? * | 10 |
| Not Applie | | - | 1 2 | | , | U | , | | | ery Satisfied |
| 12. How sati | 1 | ere you w | ith the at | tention g | jiven to yo | our client | 7 * | 8 | 9 V | 10 |
| 0 Not Applie | 1 cable | 2 | 3 | 4 | 5 | 6 | 7 | | V | ery Satisfied |
| 0 Not Applie | 1 cable | 2 | 3 | 4 | 5 | 6 | 7 | | V | ery Satisfied |
| Not Applie | 1 cable knowled | ge, to wh | 3 nat degree | 4 | 5 Pathway | 6 of Hope | 7 | lpful to y | our client | ery Satisfied |
| 0 Not Applie 13. To your l 0 Not Applie | able knowled | ge, to wh | at degree | 4 e has the | Pathway 5 | 6 of Hope | 7 been he | lpful to yo | our client | s? * 10 Very Helpfu |
| 0 Not Applic 13. To your I 0 Not Applic | able knowled | ge, to wh | at degree | 4 e has the | Pathway 5 | 6 of Hope | 7 been he | lpful to yo | our client | s? * 10 Very Helpfu |
| 0 Not Applie 13. To your l 0 Not Applie 14. How sati | 1 able from the control of the contr | ge, to wh | at degree | 4 e has the | Pathway 5 | of Hope 6 | 7 been he | lpful to your self and to you self a self and the self an | our client 9 Pathway c | s? * 10 Very Helpfu |
| 0 Not Applie 0 Not Applie 14. How sati Hope sta | 1 table the stable that the st | ge, to where you were you were the F | 3 ith the let | 4 e has the 4 vel of pro 4 | Pathway 5 | of Hope 6 ssm demo | 7 been he | 8 d by the F | our client 9 Pathway c | s? * 10 Very Helpfu of 10 ery Satisfied |
| 0 Not Applie 13. To your 1 0 Not Applie 14. How sati Hope sta | 1 table the stable that the st | ge, to where you were you were the F | 3 ith the let | 4 e has the 4 vel of pro 4 | Pathway 5 | of Hope 6 ssm demo | 7 been he | 8 d by the F | our client 9 Pathway c | s? * 10 Very Helpfu of 10 ery Satisfied |







| 16 | . Can you identify any families you are working with now that you would consider an appropriate Pathway of Hope client? * |
|-----|---|
| | ○ Yes |
| | O No |
| | |
| 17 | . What services do your clients need that Pathway of Hope is not currently providing? * Please check all that apply |
| | Vocational Counseling |
| | Financial Assistance |
| | After School Programs |
| | GED Programs |
| | Youth Services |
| | Daycare |
| | Housing |
| | Substance Use Counseling |
| | Mental Health Services |
| | Bilingual Services |
| | Other |
| | |
| 18 | i. If you selected "Other" in Question #17, please specify the service needed: |
| | , , , = = = = = = = = = = = = = = = = = |
| | |
| | |
| 19 | . How likely are you to recommend Pathway of Hope to your clients? * |
| | 0 1 2 3 4 5 6 7 8 9 10 |
| | Not Applicable Very Likely |
| | |
| 20. | . What service(s) did you provide for Pathway of Hope client(s) * |
| | |
| | |
| | |







| 21. | What do you consider this community's greatest unmet need/barrier for families desiring to increase their stability and sufficiency? * |
|-----|--|
| | |
| 22. | Overall what is the strongest quality of the local Salvation Army? * Check all that apply Accessibility |
| | Quality of Services Addressing Spiritual Needs Material Assistance (food, utility assistance, housing) |
| | Staff Professionalism Range of Services |
| 23. | Other If you selected "Other" in Question #22, please specify quality below: |
| | |
| | Overall how could The Salvation Army local agencies improve its work? * Check all that apply Improve Access to Services |
| | Offer Educational Programs Strengthen Collaborative Partnerships |
| | Provide Additional Housing Options Enhance Case Management Programs |
| 25. | Other If you selected "Other" in Question #24, please list improvement below: |
| | |







| 26 | 6. Please provide any other comments or suggestions: |
|----|--|
| | |
| | |
| | |
| | |
| | |
| | |
| 27 | 7. If you would like someone from The Salvation Army to follow up with you based on your |
| | comments, please include your contact information |
| | Please note your name, title, organization, phone number, and email address |
| | |
| | |
| | |
| | |
| | |
| | |
| | This contant is neither created nor and great by Microsoft The data you submit will be contact to the form owner |
| | This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner. |
| | Microsoft Forms |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |





PATHWAY ---OF--HOPE



Community Communication Plan

Executive Summary

The *Pathway of Hope* is an approach to providing targeted services to families with a desire to take action to break the cycle of crisis and enable a path out of intergenerational poverty. It is rooted in a case management approach, focusing on client needs through a strength-based lens. The Army will continue to serve all those that come to us in need, but the *Pathway of Hope* will allow us to double our impact with existing resources, by:

- Empower vulnerable families to take action to overcome their barriers
- Optimizing The Salvation Army's resources to address root cause barriers
- Catalyzing community collaboration in service of clients' goals

This plan is intended to describe key messages, audience groups, media and possible challenges, and to outline a rough schedule for distribution.

Communication Strategy

Using all media that are available to the Social Services Department, this plan is designed to allow the territory to plan to reach key audiences in a timely manner for the purposes of client recruitment, and to inform, educate and encourage understanding and participation among officers, soldiers and employees; advisory organizations, and community collaborators. In short, communications need to include all stakeholders, whose enthusiastic participation is necessary for a successful implementation of *Pathway of Hope*.







Key Audiences

To determine the style and tone of communications, and to delineate content, the audience for the communication must be identified. *Pathway of Hope* is a holistic approach to helping families break the generational cycle of poverty. Therefore, the audiences are varied and the messages to each must remain consistent in content but will require differing styles. It may be most helpful to divide audiences into internal and external groups first.

Internal Audiences

- Officers: Field and headquarters staffs
 - o **Importance**: Key group for implementing pastoral care element of services and for enabling employees to shift their work distribution to a new model.
 - Possible Difficulties: Without their support and backing, fundamental changes in social work needed for *Pathway of Hope* to succeed cannot take place.

• Soldiers& Congregation

- o **Importance**: Can be helpful in providing volunteer hours to allow shift teams' hours needed to implement *Pathway of Hope*. May also recommend clients; help with community collaboration and pastoral care element.
- o **Possible Difficulties:** Without their support and backing, integration *of Pathway of Hope* clients into corps program cannot take place.

Employees

- Local Teams, Regional Coordinators and Divisional Social Services Directors
 - **Importance**: Key group for program implementation. This will represent a fundamental shift in the way that they work. Their actual capacity to change their working methods will make this program a reality.
 - Possible Difficulties: Their understanding and enthusiasm will determine the success or failure of the *Pathway of Hope*. The Teams must not only feel but have the full support of their supervisors if *Pathway of Hope* is to succeed.

Public Relations and Development staff at all levels

- Importance: Key group for obtaining publicity among general public and securing funding. These individuals must have access to success stories and clients who are willing to talk about the program. Development staff must have access to outcomes information to enable appeals for new funding.
- Possible Difficulties: If not approached systematically, Public Relations staff is unlikely to find out about success stories. These stories are the key to the success of any public relations effort. News outlets want a face to go along with any reported numbers or outcomes.

Corps and program employees

- **Importance**: Will be instrumental in providing 'replacement' hours to allow shift in teams' hours needed to implement *Pathway of Hope*. May also recommend clients and help with community.
- Possible Difficulties: Without their support and backing, and their complete understanding of why their responsibilities or roles are changing, this group may make Pathway of Hope implementation difficult.







Advisory organizations

- Importance: Can be helpful in providing volunteer hours to allow shift teams' hours needed to implement *Pathway of Hope*. Advisory Boards and Councils can tap into the resources of the Community and leverage all forces to place target clients on a trajectory to sufficiency.
- Possible Difficulties: Without the intentional focus of these groups, the resources of the Community, and new networks that the Army could connect with, will not be available to the Pathway of Hope clients.

"Hybrid" Internal/External Audiences

Volunteers

- Importance: Providing volunteer hours to allow shift teams' hours needed to implement Pathway of Hope. May also recommend clients; provide community collaboration and other educational elements.
- Possible Difficulties: Without their support and backing, the goal of doubling the outcomes of our social work without increasing funding—a key part of Pathway of Hope—cannot take place.

External Audiences:

Clients

- The Salvation Army's Emergency Assistance program
- Families receiving services through other social service programs provided by The Salvation Army and collaborative organizations
- o **Importance**: Without committed clients, the work of the *Pathway of Hope* program cannot begin
- **Possible Difficulties**: Finding clients who are willing to commit to the change needed to begin and complete services offered through the *Pathway of Hope*.

• Community Resources:

Programs

- Community collaborators
- Other human services organizations
- **Importance**: Without committed help from other programs, the goal of providing a community clearing house to help clients cannot be established.
- Possible Difficulties: Possible perception that The Salvation Army is changing its mission or moving into areas that are now the domain of other community organizations.

People

- Churches
- School teachers, teams and nurses
- **Importance**: These groups can provide volunteer help, other services that *Pathway of Hope* clients need, and can recommend clients for the program.
- They may also be able to offer opportunities for The Salvation Army to present *Pathway of Hope* to a wide audience.
- Possible Difficulties: Possible perception that The Salvation Army is changing its mission or moving into areas that are now the domain of other community organizations.







Funding

- Corporate sponsors
- Advisory board members
- Importance: While one of the stated goals of *Pathway of Hope* is to increase outcomes without increasing the costs to The Salvation Army, new funding will enable growth into new areas that are not being provided by the community and enable dedication of staff specifically to the *Pathway of Hope* program.
- Possible Difficulties: Possible perception that The Salvation Army is changing its mission or moving into areas that are now the domain of other community organizations. Possible strain on funding for traditional Salvation Army programs as Pathway of Hope demonstrates success.

Channels

There are many ways to reach each audience. While all communications channels that are available to the audience will, if used properly, help reinforce a given message, the following are believed to be the most effective methods to reach each audience. The effect that each audience can have depends on good communication.

Reaching Internal Audiences

- Officers: Field and headquarters staffs
 - Primary Channels:
 - Electronic messages from Pathway of Hope THQ Team, Social Services and/or Program Secretaries—other cabinet members as needed based on emphasis or urgency or message.
 - Database containing all training and supplemental materials
 - Training Materials
 - Video for Training and/or shorter presentation.
 - Webinars to address ongoing training needs
 - Territorial Newsletters
 - Secondary Channels
 - Internet Site
 - Social Media
- Soldiers& Congregation
 - Primary Channels:
 - Program Brochure
 - Posters
 - Bulletin Insert with "Call to Action" message
 - Video for use in Sunday services or other corps meetings
 - Secondary Channels
 - Internet site
 - Social Media







• Employees

Regional Coordinators

Primary Channels:

- Emails from Pathway of Hope THQ Team, Divisional Leaders
- Monthly conference calls and annual in-person meetings with Pathway of Hope THQ Team
- Database containing all training and supplemental materials
- In-person training sessions
- Webinars to address ongoing training needs
- Face-to-face meetings with THQ and Divisional staff
- Training Materials
- Video for Training and/or shorter presentation.

Secondary Channels

- Internet site
- Social Media
- Territorial Newsletters

Staff

Primary Channels:

- Emails from Officers, Pathway of Hope THQ Team, Divisional Leaders, and Regional Pathway of Hope Coordinators.
- Database containing all training and supplemental materials
- In-person training sessions
- Webinars to address ongoing training needs
- Face-to-face meetings with THQ and Divisional staff
- Training Materials
- Video for Training and/or shorter presentation.

Secondary Channels

- Internet site
- Social Media
- Territorial Newsletters

Public Relations and Development staff

Primary Channels:

- Emails from Officers, Territorial PR Office, *Pathway of Hope* THQ Team, Divisional Leaders or Regional *Pathway of Hope* Coordinators.
- Database containing all training and supplemental materials
- Face-to-face meetings with teams implementing program
- Video for Training and/or shorter presentation.
- · Access to outcomes reporting

Secondary Channels

- In-person training sessions
- Training Materials
- Internet site
- Social Media







Corps and program employees

- Primary Channels:
 - Email messages from Officers, *Pathway of Hope* THQ Team, or Regional *Pathway of Hope* Coordinators.
 - Database containing all training and supplemental materials
 - In-person training sessions
 - Webinars to address ongoing training needs
 - Face-to-face meetings with THQ and Divisional staff
 - Training Materials
 - Video for Training and/or shorter presentation.

Secondary Channels

- Internet site
- Social Media
- Territorial Newsletters

Advisory organizations

- O Primary Channels:
 - Letter from Corps Officer
 - Face to face meeting with Corps Officer
 - Presentations at regularly scheduled meetings
 - Information package, or magazine-style brochure that outlines programs, contains messages to external audiences and success stories from earlier implementations of the program along with a "Call to Action" message
 - Face-to-face meetings with teams providing services
 - Video for Training and/or shorter presentation.

Secondary Channels

- Program Brochure
- Posters
- Internet site
- Social Media

Reaching Hybrid Internal/External Audiences

Volunteers

Primary Channels:

- Program Brochure
- Letter from Corps Officer
- Posters
- Information package, or magazine-style brochure that outlines programs, contains messages to external audiences and success stories from earlier implementations of the program along with a "Call to Action" message
- Face-to-face meetings with teams providing services
- Video for Training and/or shorter presentation.

Secondary Channels

- Internet site
- Social Media
- Territorial Newsletters







Reaching External Audiences:

- Clients
 - Primary Channels:
 - Contact through the Salvation Army's Emergency Assistance program
 - Families receiving services through other social service programs provided by The Salvation Army and collaborative organizations
 - Taking part in community health fairs, etc.
 - Program Brochure
 - Posters
 - Face-to-face meetings with teams providing services
 - Video for Training and/or shorter presentation.

Secondary Channels

- Internet site
- Social Media
- Community Resources:
 - Programs
 - Community collaborators
 - Other human services organizations
 - Primary Channels:
 - Program Brochure
 - Letter from Corps Officer
 - Presentations at meetings of local service clubs
 - Information package, or magazine-style brochure that outlines programs, contains messages to external audiences and success stories from earlier implementations of the program along with a "Call to Action" message
 - Face-to-face meetings with teams implementing program
 - Video for Training and/or shorter presentation.

Secondary Channels

- Posters
- Internet site
- Social Media
- People
 - Churches
 - School teachers, teams and nurses
 - Primary Channels:
 - Information package, or magazine-style brochure that outlines programs, contains messages to external audiences and success stories from earlier implementations of the program along with a "Call to Action" message
 - Program Brochure
 - Letter from Corps Officer
 - Face-to-face meetings with teams providing services
 - Video for Training and/or shorter presentation.

Secondary Channels

- Posters
- Internet site
- Social Media







Funding

- Corporate sponsors
- Advisory board members
- Primary Channels:
 - Face to face meeting with Corps Officer
 - · Presentations at regularly scheduled meetings
 - Information package, or magazine-style brochure that outlines programs, contains messages to external audiences and success stories from earlier implementations of the program along with a "Call to Action" message
 - Boilerplate grant application language
 - Program Brochure
 - Letter from Corps Officer
 - Face-to-face meetings with teams providing services
 - Video for Training and/or shorter presentation.
- Secondary Channels
 - Internet site
 - Social Media

Evaluation of Communications Efforts

Approximately 3 months before each new location/group of sites begins training, surveys should be made of various audiences from previous implementations to get an understanding of how each group found out about the *Pathway of Hope* program and determine what the most effective means of communication are going forward.

Scheduled Rollout of Essential Activities

Establishing this type of chart can guide the essential activities and implementation timelines needed for Pathway of Hope:

| Priority | Channel | Initiate Key Activities | Target Date for Completion |
|----------|---|-------------------------|-------------------------------|
| 1 | Video for External Audience | | |
| 1 | Face to face meetings with staff implementing Pathway of Hope | | |







| 1 | Brochure in Spanish, Lao, and languages other than English | |
|---|--|--|
| 2 | Internet Site | |
| 2 | Social Media | |
| 2 | Access to Outcomes Reporting | |
| 2 | Information package, or magazine-style brochure | |
| 2 | Letter from Corps Officer | |
| 3 | Posters in languages other than English | |
| 3 | Face to face meeting with Corps Officer | |
| 4 | Email messages from Officers, Pathway of Hope THQ Teams, or Regional Pathway of Hope Coordinators. | |
| 4 | Shorter Video presentation for internal use | |
| 4 | Request for FY15 and preliminary FY16 Divisional Implementation Plans | |
| 4 | Establish FY15 Implementation Schedule including SIMS Service Point roll out based upon Division Plans | |
| 4 | Territorial Newsletter Articles on POH | |





| | ı | 1 |
|---|--|---|
| 5 | Grant Template developed and forwarded to divisions | |
| 5 | Presentations at meetings of local service clubs | |
| 5 | Presentations at regularly scheduled meetings | |
| 5 | Bulletin Insert with "Call to Action" message | |
| 5 | Contact through the Salvation Army's Emergency Assistance | |
| 5 | Families receiving services through other social service programs | |
| 5 | Emails from Pathway of Hope THQ Teams, Social Services and/or Program Secretaries as needed based on emphasis or urgency or message. | |
| 5 | Participating in local health fairs | |
| 5 | Territorial Newsletters | |

Word about Branding

Your brand is the image your organization presents to the public.

The *Pathway of Hope* does not represent "business as usual" for The Salvation Army. It is a new concept. Carefully crafted with a large investment of time and resources, *Pathway of Hope* must be presented to the public in a consistent manner. Any other presentation would represent poor stewardship of resources that have already been devoted to the program.

To this point all materials have been very carefully developed. This must continue if the program is to be taken seriously by the field and the public it serves. All brochures, posters and other printed materials will be provided through a print on demand system that ensures print quality and professional presentation.

It would be hard to argue that any organization knows more about serving vulnerable populations than The Salvation Army. *Pathway of Hope* is an opportunity to put over 150 years of experience into a new







practice. We know what we are doing. We have proved the concept very carefully. It is equally important to present the program to the public in a careful and thoughtful fashion.

Key Messages:

Whenever we talk about the *Pathway of Hope*, it is important to employ key messages. These will ensure consistent communications about the philosophy behind the program, the desired outcomes, how others can get involved etc.

The philosophy behind *Pathway of Hope* is a "Strengths-Based" model of social work. This model focuses on the clients' strengths and capacities, rather than their needs and vulnerabilities.

The following principles should be used when communicating the *Pathway of Hope* program to any audience:

Strengths-Based Principles

- All clients have strengths and the capacity to learn, grow and change.
- The relationship between the caseworker and the client is primary, and the client is the central part of an effective relationship.
- Our strengths-based work will be rooted in an awareness of clients' hopes and dreams and will focus on strengths over their deficits.
- Every community is seen as an oasis of resources we can utilize.
- Clients' strengths will be leveraged with community resources to help clients achieve goals they set for themselves.
- Focusing on needs dis-empowers, focusing on capacities/strengths empowers
- Even the most distressed person has strengths and successes on which to build
- Find a strength, no matter how small and begin building on that strength
- Strengths are found in histories, stories, dreams, and hopes rather than data/research
- The client is seen as the director of the helping relationship

Stages of Change Model

Pathway of Hope is designed to offer true change for families who are willing to work with The Salvation Army. The program encourages change by using the Stages of Change model. The following are important principles of this model:

- Change is a long-term cyclical process
- Everyone has to accomplish the same stage-specific tasks in order to move through the change process
- The amount of time an individual spends in a specific stage varies from person-to-person and varies by what needs to change
- People who try to make changes they are not ready for may be setting themselves up for failure
- It is important to match an appropriate intervention with the stage of change
- Change depends on doing the right things at the right times
- It takes practice to change: Relapse and/or recycling is a normal experience in this process







Pathway of Hope Introduction & Overarching Objectives

The Salvation Army's Pathway of Hope initiative provides enhanced services to families with children who desire to take action to break the cycle of crisis and intergenerational poverty. The Salvation Army launched this initiative in 2011, with the belief that it harkens back to the work of our founders, William and Catherine booth, who, motivated by the love of God, sought to address the physical and spiritual needs of the poor throughout the world. It is believed by many that Pathway of Hope is what the Army ought to be doing – it represents the past and it should absolutely represent the future. It's in our "DNA" – it is core to the mission and anchored in integrated ministry.

The first objective is "client focused," intended to move families along the "pathway" to sufficiency. The second objective is "organizational focused," intended to increase the scale of The Salvation Army's organizational capacity to incorporate the *Pathway of Hope* in each division, as well as to provide long-term quality program assurance.

Hope and spirituality are essential components to building stability and sufficiency. Hope can be understood to be that element of confident expectation of a future outcome. Hope has been identified as a critical component of the helping relationship. Increasing hope is an essential component for achieving and maintaining change.

Addressing spiritual needs is an important aspect of the Pathway of Hope approach that provides a clear distinction in comparison to similar services offered through other community agencies. Meeting these needs in a holistic manner also contributes to increased hope.

What we Believe about People

Pathway of Hope utilizes strength-based strategies to address identified family goals. Addressing family needs from this perspective involves walking alongside them as partners with the understanding they are full of possibility, ready for change, motivated, capable, resilient, have answers within, and direct the process.

Client Recruitment Strategies

Because Pathway of Hope is an *approach* (not a program) designed to reach families, it can be integrated into all aspects of corps operations and social service programs including material assistance, shelters, transitional housing, etc.

To promote POH, materials including brochures, postcards, and posters should be posted and placed in waiting areas or locations where they are visible to clients. Promotional materials can also be offered at health fairs or at other community events in order to spread the word as part of an outreach effort.







To promote *Pathway of Hope* to the broader community, success stories and positive outcomes could also be featured in local newsletters and newspapers. In addition, televised interviews, videos highlighting successes, and promotional videos for inclusion in local and divisional websites reflecting seasonal activities including Christmas will increase attention and opportunities for POH integration into Corps ministries. Media attention often leads to inquiries regarding services from potential clients and referral sources.

Successful recruitment occurs when positive engagement takes place early in the overall work with clients. Reflective listening and motivational interviewing are important strategies for the team to employ as they are beginning to establish a working relationship with a client. This is process oriented vs. task focused work requiring a more relational approach to addressing the needs of clients.

Families receiving services may communicate their experiences with the *Pathway of Hope* to friends, family members, and others who may be potential clients. Clients are often your best promoters, particularly when their experience with services has been positive.

Corps Engagement

The *Pathway of Hope* believes that a family must be empowered to make progress on their goals through renewing a family's hope for the future, building its confidence, raising its expectations, and providing it with a sense of communal belonging. To do this, the *Pathway of Hope* must be more than a social services program – it is a holistic approach to ministry that fully utilizes all the resources of each Salvation Army Corps—their staff, congregation, programs, and supporters. The Army will surround each family with a support system providing social and spiritual strength during their journey from crises to stability.

The Corps team ideally also recognizes the importance of community engagement in the effort to fully address family goals in a comprehensive fashion. Work with the family will result in stronger outcomes when the wealth of local resources are utilized to address long term goals. To be successful at community engagement, the teams must spend time outside of the office participating in collaborative meetings and other outreach efforts.

Pathway of Hope Team Approach

A team approach to developing and implementing the *Pathway of Hope* is absolutely essential for success. For this approach to work, all stakeholders including corps officers, caseworkers, staff, volunteers, advisory board members, corps congregation, internal and external community partners should be considered part of the team led by corps officers. Officers play a critical leadership role in realizing POH's full potential of spiritual, social, and economic impact. This "team" approach will not only provide *Pathway of Hope* clients with additional supports, but free up Social Services staff and Corps officers to address other aspects of their responsibilities at the Corps. Each team member has an important role to play to assure for successful outcomes in work with families.







Caseworker: Conducts weekly meetings with families and coordinates overall services including assessments, goal setting and action plans, linkage, and transition planning.

Corps Officer: Leads team effort including management of team meetings, pastoral care planning including completion of spiritual assessments; engagement of corps congregation, advisory board, and community partners.

Volunteers: Assist with the completion of a variety of activities to support teams directly and indirectly in the effort to address family needs including management of food pantries, front desk responsibilities, interns offering supervised social service interventions.

Advisory Board Members: Offer leadership, mentoring, employment resources, resource development to support overall Corps needs for staff, office needs including supplies.

Corps Congregation: Corps members trained in the provision of spiritual care can enhance team efforts to provide ongoing care, mentoring and support for families.

Internal Community Partners: Linkage to other branches of TSA including ARC, Family Services, Shelter Services, etc. that address identified family goals.

External Community Partners: Linkage to community partners to meet specified family goals to meet a variety of needs including continued education, vocational services, childcare, housing, transportation, etc.

How To Get Involved: Pathway of Hope Community Collaboration

The *Pathway of Hope* recognizes the importance of the environment and networks in which its families rely upon. Through the *Pathway of Hope*, you will work to build a bridge between *Pathway of Hope* families and the broader community, involving client families in Corps activities and engaging external stakeholders to rally behind Pathway families in ways beyond material support.

Through effective community-wide collaboration, the Army will help *Pathway of Hope* clients achieve stability and self-sufficiency by surrounding each family with a supportive network of community stakeholders aligned against shared goals.

Community partners are considered to be members of the larger team that can offer necessary resources to address individualized family goals in a comprehensive fashion. Each POH site should have an accessible updated directory of community services reflecting available local resources.







PATHWAY ---OF--HOPE



Resource Reallocation

The Pathway of Hope model was developed with the understanding that existing resources would be utilized to work with a small number of families that have a desire to make a change in their circumstances. Based upon this premise, a training tool involving a strategic planning process was established with the goal of committing time and resources to Pathway of Hope. Ideally, services would be offered to a small number of families with an overall time commitment of 5 to 10 hours per week.

To initiate Resource Reallocation at the local level, the core team involved in Pathway of Hope implementation should initiate a strategic planning process to establish site goals and a framework for achieving their objectives. The team also involves a network of people working together to assist families including TSA advisory board members and community partners. Ideally, the team will include one or more "champions". One champion with little support is not sustainable long term. The team approach must be utilized at all steps of the process and is the key factor leading to successful outcomes.

The team should commence the strategic planning process by assessing community needs and priorities, increasing knowledge of staff and officer skills and capacity to offer services, and determining whether current programs can be managed more efficiently and effectively through use of volunteers, reorganization of services, etc. Begin the process by evaluating time spent in intensive programs and consider small changes in the workflow or who manages various tasks. The primary goal is to identify ways to free time up to allow for work with families.

A good volunteer base can also add support to efforts to realign priorities and identify individuals who can complete routine tasks such as management of food pantries. Additionally, assure you have identified professionally trained volunteers who could be involved in higher level service delivery including student interns, retired professionals, and former participants who completed services at least one year prior to inclusion in your volunteer base. Assure that you are using volunteer assistance well by aligning tasks with individual areas of interest and finding ways to celebrate successes.

Common examples of team resource reallocation plans have included:

- Create FAQ sheets so that every caller does not need to speak directly to staff, some questions can be answered by person at front desk
- Alter office configuration so that team members are more accessible to each other
- Structure food pantry hours offer 3 days per week vs. 5; partner with another agency to assure food is offered the other 2 days
- Use volunteers wisely to offer pantry services and complete other routine tasks.

After deciding which approach to move forward with in order to allow time to work with a small number of families, assess the effectiveness of the changes by touching base with the team weekly and determine if any adjustments are needed to assure for success.







PATHWAY ---OF--HOPE



Partner Agency Grant Application

Sample

Partner Agency Grant Application 2018 **Program Name** Pathway of Hope **Organization Name** The Salvation Army **Financial Stability Initiatives** Foundations **Current Year Grant Amount** \$45,000 **Program Purpose** What is the primary intent of this program? (100-word maximum). The Salvation Army's Pathway of Hope initiative provides individualized services to individuals and families who desire to take action to break the cycle of crisis and vulnerability that repeats generation after generation. POH seeks to address the root causes of poverty in addition to The Army's history of compassionate serving. By helping people to overcome challenges like unemployment, unstable housing, and lack of education, participants can be lead down a path toward increased stability and, ultimately, sufficiency. Program Description (400-word maximum) Describe how the program functions; particularly highlighting the manner in which these services meet the unique needs of adults working to improve their employment status. Individuals and families contact The Salvation Army for employment or emergency situations. Most requests are for assistance with work shoes and clothing required by the employer. Review with the person of their education status is part of the process and referral and information on GED and other education opportunities are given to the client. Clients with at least one child 17 or under are encouraged to enroll in the follow-along program to establish goals to move to sufficiency. They are encouraged to work on objectives for three to six months and then keep contact with Army staff on progress. Individuals who are homeless and make choices that prevent them from being in a shelter are also a focus of the Pathway program. This population was added at the request of the Mayor of Warsaw. Annual follow-up is conducted with each family that has participated in the program to see | UWEC







Partner Agency Grant Application

2018

Target Population (300-word maximum)

Describe the clients who partake of the services; particularly highlighting the most common challenges and the assistance that is most often needed.

Persons who are unemployed or underemployed and primarily need work clothing contact The Salvation Army when they have identified employment. Single Parents or Grandparents who are raising children and trying to move to sufficiency are also candidates. They at times may need help on bills but more importantly a listening ear and encouragement to set goals and improve their status. Homeless individuals who need addiction counseling and treatment are counseled and work on goals to get into a more stable situation. These persons generally do not qualify for shelter assistance due to behavior, addiction or legal issues.

Intended Results: (300-word maximum)

When the program is at its best, what is the effect on the participants?

Pathway of Hope is at its best when someone chooses to return to work, establish goals to improve their household situation and education. They also choose a relationship where they can "check-in" on progress they have made. The best outcomes are ones that the person makes for themselves as we "celebrate" with them and also assist when they hit rough patches on their path.







Partner Agency Grant Application

2018

| 2017 |
|------|
| 376 |
| |

| Overall Results | 2017 |
|---|------|
| Total # of Unique Participants | 195 |
| From the total, # of participants successfully completing the program | 175 |
| From the total, # of participants who are still in the program | 20 |
| From the total, # of participants who left the program | 0 |
| Household Composition | 7 |
| Single Adult | 60 |
| Single Parent | 95 |
| Married couple | |
| Married couple with children | 25 |
| Other | 5 |
| Families with 5 or more people | 10 |
| Total | 195 |
| Household Income: Federal Poverty Level (# of families) | |
| Less than 100% of FPL | 20 |
| 100-149% of FPL | 150 |
| 150-199% of FPL | 25 |
| Greater than 200% of FPL | 0 |
| Total | |
| Ethnicity of Participants | |
| African-American | 18 |
| Asian | 0 |
| Caucasian | 150 |
| Hispanic | 8 |
| Mixed Race | 2 |
| Unknown | 17 |

| Geographic Breakdown | |
|--|-----|
| Northern area (Milford, Syracuse, N. Webster) | 15 |
| Warsaw area (Warsaw, Leesburg, Winona Lake, Pierceton) | 150 |
| Southern Area (Mentone, Claypool, Silver Lake, Burket) | 30 |
| Out of County | 0 |







Partner Agency Grant Application

2018

| Emergency Assistance | 2017 |
|----------------------------------|-------------|
| Rent | |
| # of bills paid | 73 |
| Total \$ amount | \$10,398.48 |
| Utilities | |
| # of bills paid | |
| Total \$ amount | |
| Food Pantry | |
| # of Visits | |
| Overall lbs. of food distributed | |
| Hot Meals | |
| # of Meals Served | |
| Work Clothes - | 184 |
| Total \$ Amount | \$9308.40 |
| Crisis Call | \$-0 |
| # of calls received | |
| | |
| Pathway Of Hope | 20 |
| Total \$ Amount | \$1707.22 |
| | |
| | |







Partner Agency Grant Application

2018

| United Way's Focus | Independence Services To earn a family-sustaining income, workers must craft a Stability Strategy; including education goals, a well-articulated set of steps and a growth mindset. |
|---|---|
| PROGRAM STATEMENT (How will this program help the recovering adults succeed?) | Pathway of Hope will help individuals and families to succeed by establishing goals and not just giving assistance. It is hoped that a "relationship" can be developed with the longer term clients to help them navigate the everyday problems they face. Success is defined as progress in obtaining employment, sustaining a household and being part of "community" |
| 2018 PROPOSED GOALS (What level of success will this program aspire to?) | Persons are assisted with work clothing for employment. Education level is determined to give information to clients on how to obtain a GED or other training. Stability of the household is primary as goals are established to move down the path of sufficiency. Persons with chronic homelessness and addiction are challenged to seek rehabilitation. |
| MEASUREMENTS INCLUDING TOOLS & TARGET-LEVELS (How will you gauge success?) | Assist at least 150 individuals with work clothing. Refer at least 30 people to Warsaw Adult Education Have at least 8 families actively participating in POH and working on and completing goals. Follow-up annually with all families that have been in the program. Actively pursue the chronic homeless with care plans. |

PROGRESS UPDATE

In 2017, identify 2-3 results that best illustrate the program's success. Describe how these results are influencing the development of the 2018 Goals proposed above. (450=-word maximum)

PERSONS ARE OBTAINING WORK CLOTHING TO WORK AFTER BEING HIRED BY AN EMPLOYER. FAMILIES THAT ARE PARTICIPATING IN CASE MANAGEMENT POH ARE COMPLETING GOALS THAT ARE MOVING THEM TO SUFFICIENCY, ESPECIALLY IN THE AREAS OF HOUSING, TRANSPORTATION, EDUCATION AND INCOME. GOALS FOR THE PROGRAM ARE EVOLVING AS THE NEEDS OF CLIENTS CHANGE WITH EACH CASE. THE PRIMARY GOAL IS TO HAVE THAT FAMILY OR INDIVIDUAL WORK ON AREAS THAT THEY DEEM WILL IMPROVE THEIR SITUATION.







Partner Agency Grant Application

2018

| Staff | 2017 | |
|-----------------|------|--|
| Full-time Staff | 3 | |
| Part-time Staff | 1 | |
| Volunteers | 34 | |
| Volunteer Hours | 544 | |

Unique Qualifications: How is this program uniquely qualified to help adults seeking stable employment address their day-to-day challenges? (350-word maximum)

The program first of all addresses the need of special clothing or shoes to get to work. It removes that barrier for that person to get to work immediately. People are then identified that want to move beyond the situation they are in. They may be in crisis but they are encouraged by a staff member who guides them to establish their goals and make steps to improve their situation. The Salvation Army strives to provide a holistic approach to the individual and family needs. The only way out of poverty is through employment, education and engagement with others.

Accreditation: If this program is accredited, identify the reviewing organization and the value it provides for participants. (250-word maximum)

Pathway of Hope is a National initiative of The Salvation Army that plans to have this program in place across the Nation and impact 300,000 households by 2020. The Salvation Army in Kosciusko County started the program in 2013 with oversight from the Indiana Division. A full-time support specialist works with local staff on programming plans and implementation.

Staff Training: Describe the training/credentialing process for program staff. (300-word maximum)

Salvation Army Staff receive training on Pathway of Hope on an annual basis from Indianapolis. Regular visits are conducted by the POH Specialist and area meetings are held with other locations to share ideas on how to improve the program, etc. On-going oversight is given from the Territorial office in Chicago.

Tracking: Please describe how the Client Track software is used with this program, the value it provides and the efficiencies the program gains by using it.

Client Track provides a way to track progress and observe trends of people coming in for assistance. It also enables The Salvation Army to enroll households in the Pathway of Hope program who are not active in CCS or Fellowship Missions programs and reduce duplication.







Partner Agency Grant Application

2018

Highlight two areas of growth for this program in 2017. How will the program get stronger? How will service delivery improve? (400-word maximum)

It is hoped that the program can improve by developing the referral for GED to Warsaw Adult Education. The second area would be to continue to improve the outreach to persons who "fall through the cracks" because of drug abuse or chronic homelessness. Also improve the data collection of persons served along with other agencies on Client Track.







Partner Agency Grant Application

2018

Partnerships (300 word maximum) Identify three strategic relationships that enhance the program's ability to deliver quality services. Provide one specific example of a benefit of the relationship.

Warsaw Adult Education provides an array of services to help people to obtain a GED and ESL to improve employability. Employment services such as Express refer many people to Pathway to get people back into the work force who need clothing and shoes required by the employer. Habitat for Humanity is in the developing stages of having people from Pathway fill out an application to secure permanent housing. In all of these the benefit is to encourage the client to take care of themselves and move away from assistance and poverty.

External Referrals (300 word maximum) When participants need non-emergency assistance which is more than this program offers, what are the top three external referrals this program makes and what are the services participants are seeking there?

EAP (Energy Assistance Program) – Financial Assistance for Winter Utility Bills. Medication Assistance (K21) – Assistance on prescriptions and medical needs. Transportation – Assistance with gas vouchers to go to appointments outside of Kosciusko County and to get to work. Good Samaritan and the Riley Fund provide transportation assistance for out of county appointments. Transportation for employment is limited, generally sought through KABS if possible.

Stability: When participants share circumstances that are threatening the stability of their household (job transition, behind on bills, pregnancy, etc.), identify two options the program presents that provide real alternatives. (300 word maximum)

Financial assistance is considered if an individual or family is "in program" or has had contact with the SA through Pathway of Hope. Care is given not to make assistance the primary driver of working with someone but follow along is always required if someone is behind on bills. The other important function is to encourage a plan to move out of that situation and not get stuck in the rut of poverty, unemployment, etc.







Partner Agency Grant Application

2018

Program Finances

| Year | Total Revenue Actual | Total Expense Actual | +/- |
|------|-------------------------|-------------------------|-----|
| 2016 | 72,511 | 72,511 | 0 |
| 2017 | 38,917.99 | 38,917.99 | 0 |

| Program F | Revenue History | : Provide an acc | ount of the larg | est revenue str | eams and their | recent history |
|-----------|-----------------|--------------------|------------------|--------------------|----------------|--------------------|
| | Source #1 | % of total revenue | Source #2 | % of total revenue | Source #3 | % of total revenue |
| 2016 | UWay | 100% | | | | |
| 2017 | UWay | 100% | | | | |







Partner Agency Grant Application

2018

SECTION 1 - Organizational Information

| Community Partner Name | The Salvation Army |
|----------------------------|----------------------------------|
| Street Address | 501 E Arthur St. |
| Mailing Address | P.O. Box 1257 |
| Fax | N/A |
| Website | www.sawarsaw.org |
| Grant Contact Person | Ken Locke |
| Contact Person's Phone | 574-267-5361, ext. 101 |
| Contact Person's Email | Ken Locke@usc.salvationarmy.org |
| Executive Director | William Welch |
| Executive Director's Phone | 574-267-5361, ext. 104 |
| Executive Director's Email | Bill_Welch@usc.salvationarmy.org |

Mission Statement (100-word maximum)

The **Salvation Army**, an international movement, is an evangelical part of the universal Christian church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its **mission** is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination

Organization Description (300-word maximum)

The Salvation Army established an office in 1921 in Warsaw, Indiana. For those almost 100 years it has reached out to those in need in Kosciusko County with assistance for individuals and families. The present facility has been at 501 E Arthur Street since 1957. The Army has provided its traditional seasonal service such as Angel Tree and emergency assistance such as the Choice Food Pantry and rental assistance. In 2013 it was decided that Pathway of Hope would be embraced with any financial assistance being a part of a "follow-along" and case management model. It was agreed with the United Way that the traditional Rental Assistance program would end in June 2017 and The Salvation Army would focus on Pathway of Hope to provide a more comprehensive approach to persons coming in for assistance.







Partner Agency Grant Application

2018

SECTION 2 - Staffing

| Name | Position | Time in Position |
|--------------------|----------------------------|------------------|
| William Welch | Director | 3 years |
| Trish Welch | Director | 3 years |
| Ken Locke | Community Ministries – POH | 20 years |
| Melissa Cunningham | Intake | 4 years |

| Staffing Patterns: What was the | 2017 |
|---------------------------------|------|
| Total # of full-time employees? | 3 |
| Total # of part-time employees? | 1 |
| Total employees | 4 |

| Type of Review | Last Review | Result |
|-----------------|-------------|--------|
| Pathway Of Hope | 2/27/2018 | Good |
| | | |
| | 40.57 | 77 |

| Volunteers: What was the | 2017 |
|---|------|
| Total # of Volunteers | 292 |
| From total, how many were board members? | 11 |
| From total, how many were office help? | 0 |
| From the total, how many had direct contact with clients? | 34 |
| From the total how many were fundraising volunteers? | 247 |
| Overall, how many hours did volunteers contribute? | |

Leverage

In 2017, did the organization leverage the United Way grant to secure any additional funds/grants? This is meant to be solid number that can be verified. Were United Way funds used as matching funds or as local dollars to secure any other funding opportunities? If so, please complete the following table.

| Grant Source | Program Supported | Dollars received |
|--------------|-------------------|------------------|
| | | |







Partner Agency Grant Application

2018

SECTION 3 - Board of Directors

| Board Regulations: According to the Organization's By-laws, what is the | | |
|---|-----|--|
| Range for the number of members who may comprise the board? | 15 | |
| Term for a board member in years? | 3 | |
| Maximum number of consecutive terms a board member may serve? | N/A | |
| Range for the number of board meetings that must be convened annually | 9 | |

| Board of Director's Participation Rate | | | | |
|--|----------------------------------|---|--|----------------------------|
| Year | a. Board Members on Roster | | c. Add up the meeting Attendance | d. Participation % c/(a*b) |
| 2017 | 11 | 9 | 72 | 73% |

| Board of Directors – 2017 Roster | | | | |
|----------------------------------|-----------------------------|--------------|--|--|
| Member Name | Place of Employment | Terms Served | | |
| 1. Chair: Alan Alderfer | Alderfer, Bergen & Co. | 4 | | |
| 2. Vice Chair: Jennifer Stofer | Dental Solutions | 2 | | |
| 3. Treasurer: Larry Stanley | CPA | 0 | | |
| 4. Roy Blake | Pastor (Retired) | 1 | | |
| 5. Judy Ann Brown | ReMax Lakes | 4 | | |
| 6. Cindy Dobbins | Buffalo Street Emporium | 2 | | |
| 7. Ann Gephart | Retired | 2 | | |
| 8. John R Lillis | Grace College & Seminary | 1 | | |
| 9. Scott E Reust | Rockhill Pinnick LLP | 1 | | |
| 10. John R Hall | Insurance (Retired) | Life Member | | |
| 11. Robert Kline | Construction (Retired) | Life Member | | |
| 12. Teri Jarrette | Retired (Women's Auxiliary) | Ex-Officio | | |
| | | | | |







Partner Agency Grant Application

2018

SECTION 4 - Revenue

On what date does the Organization's Fiscal Year End?

Last Sunday In September – 24 Sep 2017

Primary Revenue Sources (450-word maximum)

Briefly identify and describe the organization's three largest revenue sources.

Annual Christmas Appeal - Includes Bell Ringing, Mail Appeal & Direct Gifts

Direct Mail Appeal – Sent throughout the year

United Way of Kosciusko Co. providing funding for Pathway of Hope







Partner Agency Grant Application

2018

Successful Client Profile

Please record a profile of a successful client. The objective is to capture a real story of a life that has been improved. A profile of this nature is most helpful when it is authentic, not anonymous. Please reach out to a successful client to see if they are willing to share their story. These stories will be used in newsletters, on the website and in outreach efforts.

Submit one story for each United Way-funded program. Have the client complete an attached United Way Waiver form. If needed, United Way may request a follow-up interview to ask a more questions. Please ask if the client is open to this. Certain programs require significant discretion when dealing with clients, if an appropriate/willing client cannot be identified, an anonymous story may be used.

Be focused: 500 words

· Write plainly: Avoid jargon, statistics and acronyms.

· Be authentic: Share the client's story as it happened

| Program | | | | |
|------------------------------------|-----|---|----|---|
| Client's Name | | | 97 | |
| Completed Waiver Attached? | Yes | | No | X |
| Willing to do follow-up interview? | Yes | * | No | |
| Anonymous? | Yes | Х | No | |

A native resident of Warsaw, Rebecca* is still waiting for a place to truly call home.

She enrolled in Pathway of Hope in May of 2013 with her first goal to get her oldest son off the couch playing video games, graduate from High School and gain employment. He graduated and is now working, married with two children. (Another Pathway client) She had pieced several part-time jobs together in restaurants to try and make ends meet. Pathway helped her to enroll in CNA classes and she obtained employment and benefits at a local care facility. After a series of near constant moving—about once every three years—Rebecca and her younger son moved during the frigid winter of 2014 into their current residence: a beat up 1986 mobile home. Life difficulties have only continued. According to Rebecca, their old mobile home "seems to be falling apart completely around us." In just three years, she has had to replace the water heater, repair the furnace, and Pathway helped her to fix a breaker that almost caught fire. She has needed new windows since moving in but has been unable to afford them, causing temperatures to fluctuate between frigid and sweltering. In effect, the home is a "money pit" that, in her words, looks "like it's been through a war."

She continued to improve her situation by seeking employment with more hours and pay. She now works at a manufacturing firm and her younger son is employed at a restaurant to help with bills. She has had stable employment and not moving around for the first time in her adult life.

She enrolled with Habitat for Humanity due to the persistent encouragement of her friend and "fall back guy" Ken Locke, as one of her Pathway goals. Although she thought nothing would come of it, she was accepted in mid-2016.

Since then, each letter and phone call that Rebecca receives amid the busyness of working full-time and caring for her son is "exciting" and, at the same time, feels "so surreal." She does not expect to be handed a home without taking responsibility for it or to receive a







Partner Agency Grant Application

2018

mansion. Indeed, Rebecca has rarely been "handed" anything. Rather, she reflects, "I'm just ready for all the sturdy walls and good windows and perfect roof and sturdy flooring...I'm not going to be picky about anything else. I'm just so ready for the stability of a good home." The Salvation Army and Habitat for Humanity of Kosciusko County are partnering on this build guiding Rebecca to move to sufficiency and her own home.

*She would like to stay anonymous until the build begins...







PATHWAY ---OF--HOPE



Pathway of Hope Success Story Guide

Instructions and Guidelines

INTRODUCTION

Success stories are powerful narratives that showcase the transformative impact of Pathway of Hope. These stories highlight the resilience and growth of participants, emphasizing the support and services provided by The Salvation Army. By sharing these stories, we not only celebrate the achievements of individuals but also inspire others to seek hope and stability in their own lives.

Success stories are important because they:

- Demonstrate the effectiveness of Pathway of Hope in addressing systemic challenges.
- Foster trust and credibility with donors, partners, and the wider community.
- Serve as a motivational tool for participants and staff alike.

These stories can be featured in:

- Newsletters and reports.
- Promotional materials and campaigns.
- Social media platforms and websites.
- · Presentations and events.

Additionally, following the principles outlined in the Ethical Storytelling Reference Guide ensures that these stories are shared in a way that honors the dignity and privacy of participants. This approach reinforces trust and demonstrates The Salvation Army's commitment to integrity and respect. Please refer to the Ethical Storytelling Reference Guide (attached separately) for detailed guidance. Success stories are powerful narratives that showcase the transformative impact of the Pathway of Hope initiative. These stories highlight the resilience and growth of participants, emphasizing the support and services provided by The Salvation Army. By sharing these stories, we not only celebrate the achievements of individuals but also inspire others to seek hope and stability in their own lives.







PROCESS

What is required to submit a success story?

1. Success Story Information

 A well-documented narrative of the participant's journey through Pathway of Hope.

2. Signed Media Release Form

 This form ensures participant consent for the use of their story, photographs, audio, or video in Salvation Army communications and promotional materials.

3. Graduation Pictures

 At least one high-quality image of the participant during their graduation or journey, if applicable.

What would be helpful to have on hand?

Access to the Client Management System

For verifying and cross-checking participant details.

Participant's Files

 Collect and review relevant files to ensure accurate and comprehensive information.

STORY FORM

Stories can be gathered on paper or through an online form. A story form should include sections for:

- Ministry Unit Contact Information (Name, Phone, Email, Division, and Ministry Unit/Department).
- Participant Information (First Name, Last Name Initial, Enrollment Date, and Completion Date).
- Narrative Structure:
 - o **Before:** Describing the participant's life and challenges before joining Pathway of Hope.
 - During: Highlighting the goals, activities, and achievements during their Pathway of Hope journey.
 - Future: Explaining the impact of Pathway of Hope and the participant's outlook moving forward.
- Participant and Caseworker Final Notes.







PHOTOS

Pathway of Hope stories are much more impactful and usable if a photo is included with the text. Please ensure the following:

- Take photos in a well-lit area with the highest resolution possible.
- Where feasible, include The Salvation Army logo or shield in the background or on the staff member's attire.
- Photos should include the participant and no more than one or two others (e.g., family members or Salvation Army personnel).
- Confirm the participant consents to publish the photos and have them sign the Media Release Form.
- Save and submit photos as high-resolution image files rather than embedding them in a Word document.

MEDIA RELEASE FORM

Participants must complete and sign the Media Release Form to authorize the use of their story, photographs, audio, or video. This form is critical to ensure compliance with privacy and consent requirements. The signed form should be saved and submitted alongside the success story.







PATHWAY ---OF--HOPE



Examples of Diversification in Funding

USA Eastern Territory

Private Funding

The Empire Division, Eastern Territory receives funding from various sources, private funders, small and large local government grants. One private funder, the Chur Family's Foundation, helped launch Pathway of Hope (POH) in the Empire Division 8 years ago. This funding helps with POH Case Manager salaries and direct assistance for families. The Empire Division received \$80,000 in 2024 and \$40,000 2025.

Corporate Funding

The Western Pennsylvania Division, Eastern Territory was awarded the Ethel Vincent Charitable grant funds for Allegheny County through a corporate relationship with PNC to support direct client assistance in the amount of \$35,000.

Government & Corporate Partnership Funding

Southwest Ohio/Northeast Kentucky Division, Eastern Territory has partnered with the FBI and Anthem Healthcare for referrals. The Columbus OH Corps was awarded a \$100,00 grant for a 3-year period to expand POH. The Columbus Corps already had a relationship with the Siemer Institute, and they love the POH program.

Government Funding

The Empire Division, Eastern Territory established a relationship with Oswego County and Salvation Army staff through the Army's participation in county meetings and events. The partnership has helped in securing contracts that facilitate referrals. Two POH Case Managers work out of the government department of social services. Oswego government helps pay for their salaries. Oswego Corps received a \$300,000 award for Pathway of Hope from the County ARP fund. The award was approved by the County Legislature in 2024. This funding will allow POH Oswego Corps to continue operations in Oswego County social services for an additional 3 years.

In 2024 the Eastern Territory CRD passed along information regarding government funding. The Donor was NYS Office of Mental Health, and the department announced the availability of funds for the procurement of new Home-Based Crisis Intervention (HBCI) teams throughout New York State.

In 2017-2018 (approximately), the EPA Director of Government Partnerships, Rev. Bonnie Camarda, and Major Martha Bone, the EPA Divisional Social Service Secretary at the time, met with PA local legislators to advocate for and discuss the implementation of Pathway of Hope. PA State Rep. Stan Saylor was behind the initiative and was able to get \$750,000.00 written into the State budget, as a line item, through the Pennsylvania Department of Education. Each year, the Divisional Social Services Director must complete a new application and provide a report of the prior year's outcomes. Unfortunately, the State Rep was not re-elected.







PATHWAY ---OF--HOPE