

# 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
  - **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**
  - **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.
  - **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
- **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**
  - **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		

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.

