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The Salvation Army's Pathway of Hope
Transformational Change – Significant Impact

"For I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future." – Jeremiah, 29:11NIV

Hope. One word that touches all lives. Without it, the smallest of challenges become insurmountable. With it, a family can transform its future for the better. Hope changes everything.

Hope appears when a single mother receives the help she needs to obtain childcare, giving her the time to pursue her GED. Hope drapes over the shoulders of a job seeker when she finds the assistance to secure a suit for an upcoming job interview. Hope arrives in the form of an affordable apartment, when a family receives support to move out of their car and into a stable place to call home.

These stories are early, real-life results of the life-altering good achieved by The Salvation Army's groundbreaking new initiative: **Pathway of Hope.**

A nationwide initiative, Pathway of Hope allows The Salvation Army to work hand-in-hand with motivated families to propel them away from chronic, intergenerational poverty and toward a path to self-sufficiency.

As we serve 30 million Americans annually, we are keenly aware of the trials our client families face. We also know that their struggles will persist if we keep treating the recurring symptoms of the problem and not the source. A transformational approach for both The Salvation Army and our program beneficiaries, Pathway of Hope expands our focus *from serving to solving* the root causes of chronic, intergenerational poverty in the United States.

While The Salvation Army remains ever committed to helping all who come to us in need, Pathway of Hope will bring about specific and targeted solutions for at least 100,000 American families. Over the next 15 years, we will partner with many community organizations and collaborate with participating families in order to determine the best solutions for each family's specific needs.

Together, we will lay the groundwork for future generations to maintain stable, self-sufficient and hopeful lives. We will make it possible for thousands of American families to not only survive, but to thrive.

Over a Century of Salvation

*"I must go, not only to those who need me, but to those who need me most."
– William Booth, first General of The Salvation Army*

Why is The Salvation Army uniquely poised to take on this ambitious, mission-fulfilling initiative?

History and a global footprint.

Our founder William Booth embarked on his ministerial career in 1852 by walking the streets of London to serve the hungry, homeless and destitute. Today, The Salvation Army works in 126 countries around the world promoting healthy lifestyles that help prevent disease and save lives, creating livelihoods that build economic independence and helping people move forward with hope for the future.

The Army's recent accomplishments, achieved in 2013 with the assistance of over three million volunteers, include:

- Serving over 58 million meals.
- Providing nearly one million Angel Tree gifts for disadvantaged children at Christmastime while also serving four million families and children throughout the holidays.
- Delivering 10 million nights of shelter for the homeless and displaced.
- Assisting 324,000 individuals rebuild their lives after disasters.
- Providing over 203,000 underprivileged children with childcare services and summer camp experiences.

It's all about the individuals and families who trust The Salvation Army in times of need. By providing these basic services, The Salvation Army's staff and volunteers commit themselves to loving their neighbors as themselves. One dedicated Kansas City volunteer, John Miller, explains, "I think it's my obligation to try and make the most of every day I've been given... I am just one of many who give and give and give."

This spirit of giving reflects our desire to model Christ in seeking out the poor, the lost and the disenfranchised. Services provide a spark of hope and the means to make it through another day.

After nearly 150 years of serving, The Salvation Army stands poised to expand its impact. We see an opportunity to provide more than a spark of hope. This is an opportunity to light a path forward out of poverty and suffering for qualified program beneficiaries. We call it Pathway of Hope. With this initiative, we are furthering the vision that inspired the birth of The Salvation Army. We are changing the way we help families escape chronic poverty. Commissioner David Jeffrey, National Commander of The Salvation Army in the United States, sums up our approach with a statement used by The Salvation Army throughout the years: "our first business is to awaken hope."

Breaking the Cycle of Poverty

“This Administration has declared unconditional war on poverty and I have come here this morning to ask all of you to enlist as volunteers.”

– President Lyndon B. Johnson

Since President Lyndon B. Johnson’s declaration of a war on poverty 50 years ago, poverty in the United States remains persistently high. Among the world’s 35 wealthiest countries, the United States ranks second highest in childhood poverty. Although the GDP per capita has more than doubled in the last half century, 16 percent of all Americans live at or below the poverty threshold established by the United States government.

Poverty is not an affliction of the unfortunate few. It is a national epidemic. The 16.1 million young people in poverty today represent 20 percent of all American children, up from 14.3 percent in 2009. This is the highest level of childhood poverty since 1993. It is an epidemic that must be stopped.

Importantly, this increase reflects a radical shift in the face of poverty over the last 50 years. In that time, the United States has experienced a disproportional increase in both single parent households and children who reside in poverty.

We’ve witnessed this growing crisis. The Salvation Army is experiencing an unprecedented demand for emergency assistance services, which means food, clothing and housing support. The Salvation Army Central Territory, which covers eleven Midwestern states, served 1.8 million first-time program beneficiaries in 2013, a staggering increase from 689,462 individuals a decade ago. The Salvation Army Western Territory¹, which covers 13 Western states and Guam, Marshall Island and Micronesia, served 1.6 million first-time program beneficiaries in 2012 versus 1.3 million a decade earlier.

Left unchecked, the poverty of today will impact untold families tomorrow. Youth who live in poverty for half of their adolescence are 32 times more likely to stay there; 42 percent of children born to parents in the bottom fifth of income distribution remain at the bottom – a startling reality in this land of opportunity. The impact of intergenerational poverty is seen, most acutely, in children, as over one half of those adults who were poor in childhood currently live at or below the poverty level.

We refer to a “cycle” of poverty because the detrimental results of deprivation on a person’s development compound and then recur in the lives of their children. Poverty is passed on from one generation to another, with poor parents having poor children, who are more likely to become poor adults themselves.

¹ The Western Territory stretches from Denver to Micronesia and from Alaska to New Mexico.

We intend to strengthen our impact by addressing more than the symptoms. We will continue to serve, but we will also begin solving the problem of intergenerational poverty by guiding qualified, motivated families on a path from assistance to self sufficiency through Pathway of Hope.

Our Response

The Mission of Pathway of Hope: *To provide enhanced services to families that are ready to take action to break the cycle of poverty for their children and generations to come.*

By changing and enhancing The Salvation Army's assistance services, Pathway of Hope intends to address the root causes of poverty for at least 100,000 client families. In addition to attending to families' immediate needs, we want to eliminate the substructures of poverty in their lives by opening doors to opportunity, building community alliances to expand access to resources in order to create transformational change for parents and their children.

To accomplish these ambitious goals, The Salvation Army will expand its holistic approach, which serves the entire person – physically, emotionally and spiritually. By focusing on family strengths and aptitude over need, Pathway of Hope will enable Salvation Army Corps Community Centers to tackle the underpinnings of poverty, while maintaining a high level of service – and not eliminating the material assistance available to those in need.

The Salvation Army is implementing Pathway of Hope across the country – in communities large and small, urban and rural. What's new is that we are targeting families who would like to receive *more* in-depth support toward breaking free from the cycle of poverty while simultaneously receiving the crisis services that we have been providing for years. The goal is to create lasting impact by helping parents help their children grow into successful adults. Free from the restraints of poverty, they will realize bright and hopeful lives and raise their children without the crises of poverty.

Our methodology for achieving these results depends on the following key elements:

Collaborative Coaching with Families

The typical Pathway of Hope family is composed of a single mother, in her mid-

"Hope is made up of three key things: First, it has a clear vision of the better future. Second, it has at least one path to get there. And third, hope has guts. It has that internal courage and will to give that path a try. Hope ignites muscles of action. When those three things come together, that kind of hope can change the world—your personal world."

- Hope Rising by
Scott Todd

thirties, with two to three children. Every day, she is faced with the daunting task of deciding whether to pay for food, electricity or medical needs from her allocation of meager resources. She is employed in a low-wage, part-time position without benefits. Her average annual income is \$13,549. Hunger and food insecurity are this family's reality.

While Pathway of Hope is comprehensive and characterized by compassionate, concerted care, it is not for everyone. Applicants undergo a thorough evaluation to establish their readiness to proactively overcome behaviors and patterns that reinforce their impoverished identity.

Compassionate, Skilled Casework

The potential of Pathway of Hope rests in the hands of the professional case managers and the relationships they build with their client.

Caseworkers at The Salvation Army center locations will meet one-on-one with participating client families for intensive counseling, as well as conduct home visits, in order to collaboratively identify the obstacles they face and partner with them to best determine how these challenges can be overcome. The Salvation Army's Pathway of Hope does not discriminate: we will serve any family as long as they are willing to commit to the program.

Just as each family is unique, so will be our means of assistance – everything from helping a single mother devise a strategy for paying her monthly bills to providing information and job resources for a laid-off person looking for work. In every case, The Salvation Army's focus will be on providing our program beneficiaries with the resources and support they need in order to renew hope as they steadily rebuild their lives.

"Our clients are not just statistics. We come alongside each one to gain their trust, to be authentic with them and to learn over the long haul what problems and obstacles they face... We don't condescend."

*-Mylie Hayden,
Case Manager,
Northland Corps*

Community Coordination

The Pathway of Hope will be integrated within each community it serves. In addition to our own resources, The Salvation Army will collaborate with area agencies and organizations in order to provide client families with the best tools and support strategies for achieving their goals. Building on our relationship history and experience, hundreds of organizations are already involved with Pathway of Hope and are serving our families across our current locations. Many others have inquired about Pathway of Hope and how to become collaborative partners in the initiative.

Working in coordination with other agencies – ranging from local Catholic

Charities and Habitat for Humanity chapters to area food banks – enables The Salvation Army to offer a package of assistance to client families that fully addresses their specific crises. Pooling resources also helps share the direct cost of meeting program beneficiaries' needs and achieving our intended results. This approach allows The Salvation Army and other organizations to stretch our resources further, prevent duplication and help a greater number of people with more in-depth methods.

Consistency of Programs through Robust Training and Evaluation

We are extremely dedicated to the consistent implementation of Pathway of Hope and the uniform tracking of its effects within the lives of those it serves. To ensure both high performance and impact across all implementation areas, The Salvation Army is investing in caseworker training and the expansion of the information technology system currently in use at Pathway of Hope locations. Funding to consistently scale and evaluate this initiative across all our sites will be crucial to success.

Caseworkers across the country will receive the same training, support and program manuals, ensuring families not only receive equivalent care but also that the assistance being offered is based on best practices. Furthermore, through the use of reliable technology and consistent performance measures across all sites, The Salvation Army will have a reliable means of evaluating internal implementation of the initiative across local, regional and national levels. In addition to tracking our own methodology, these tools will provide critical data on the impact the program is having on participating families' lives. Benchmarks of assessment will include how many Pathway of Hope families achieve sufficiency, increase stability, report increased hope, reduce the number of barriers they face, decrease their use of emergency services and report an increase in income.

Laying the Foundation for Hope

The Salvation Army is well-positioned for this bold mission due to the wide scope of our engagement footprint. With 1,252 Salvation Army Corps Community Centers nationwide, we serve every zip code in the US. There is no need for new infrastructure. We will be harnessing more than 150 years of program experience, social service expertise and unalterable faith in the ability of people to help themselves when provided with real opportunities. The initiative builds upon and expands our current strengths, as well as the ties we already have with families in the communities we serve.

Pathway of Hope aims to serve over 50,000 families in the next five years, at an average cost of \$3,200 to \$3,500 per family. By 2020, Pathway of Hope will be integrated within 84 percent of The Salvation Army sites – keeping us on track to help at least 100,000 families reach successful outcomes by 2030 – at an estimated cost of \$200 million.

To accomplish this goal, The Salvation Army will invest funds in these key areas:

- Hiring and training additional Salvation Army caseworkers, as well as increasing the number of personnel who oversee and support case management and the ranks of volunteers that assist with these efforts.
- Building an integrated social services technology platform that works with our existing system to monitor program implementation and achievements.
- Integrating effective measurement and evaluation practices to ensure the initiative is having impact and is consistent nationwide.
- Providing additional financial resources to distribute to program participants as needed, as well as providing incentives to client families for participation.
- Convening leadership and programming forums across our territories to advance field learning and devise best practices.

A Strong Start

In late 2011, Pathway of Hope was first piloted in three locations – Green Bay, Wisconsin, Elkhart, Indiana and Gary Merrillville, Indiana – with the intention of demonstrating the monumental impact this ground-breaking initiative will achieve. Now underway in 186 locations in The Salvation Army's Central Territory, early evidence backs up the Army's belief that client families can overcome the instability of poverty through a comprehensive case management approach. In the pilot program, 50 percent of families who had experienced repeated poverty-related crises and committed to Pathway of Hope overcame barriers and demonstrated increased stability and sufficiency by the time they finished the program.

So much more than an emergency-fix, this long-term strategy shows clients that The Salvation Army is not only in their corner when times get tough, but will remain there while they rebuild their lives.

Highlights of the project's first year of implementation within the Central Territory include:

- 618 families have initiated Pathway of Hope, impacting 1,340 children.
- 167 families have successfully completed 508 identified goals toward building stability and sufficiency.
- 28 percent of families have experienced increased stability, while 5 percent have achieved sufficiency.

We have also found that 88 percent of families that complete the initial assessment process remain engaged in the program, showing that this step is a critical milestone. Families also report that they derive strength and hope from having a supportive team that believes in them and walks alongside them on their journey.

One hopeful day at a time.

Join the Path – Walk with Us

In order to bring Pathway of Hope to a national scale, The Salvation Army is planning the launch of a major fundraising campaign. With a goal of generating the \$200 million needed to roll out the initiative across each of the four U.S. territories by 2020, the Army will seek generous contributions from private individuals, foundations and corporations. In 1918, The Salvation Army launched the nation Home Service Fund campaign with the slogan, “a man may be down, but he is never out.” Nearly 100 years later, the present campaign embraces this spirit as we work to raise the funds critical to the success of this innovative and unprecedented approach to breaking the cycle of intergenerational poverty.

With your support, the Army can help at least 100,000 families achieve hope, stability and financial self-sufficiency by 2030. To date, the Army has already received financial commitments toward Pathway of Hope from a variety of local and major supporters including the Lilly Endowment, the Hall Family Foundation, and the William T. Kemper Foundation. These partners recognize the incredible impact that Pathway of Hope can have. Sam Benner, Program Officer at the William T. Kemper Foundation, explained, “Traditional emergency assistance serves basic needs, but does little to remove the barriers to success that keep clients moving from crisis to crisis. Many social service agencies claim to be moving their clients toward self-sufficiency, with mixed results. When an agency the size and influence of The Salvation Army begins to move away from a system of emergency assistance to one of helping clients to no longer need assistance, it has the potential to substantially change the paradigm of nonprofit culture.”

Our current partners have chosen to walk with us and our client families on the Pathway of Hope. With each step, we build momentum for a movement to eliminate poverty in the U.S. We believe in providing hope for those who need it most and, in turn, hope that you will join us on this path. Be one of us - reaching out to those who are committed to helping themselves help their children live happier lives with brighter futures.

As we begin our journey down the Pathway of Hope, the words of our founder, William Booth, echo through the years and commit us to our cause: “While women weep, as they do now, I'll fight; While little children go hungry, as they do now, I'll fight; While men go to prison, in and out, in and out, as they do now, I'll fight; While there is a drunkard left, while there is a poor lost girl upon the streets, While there remains one dark soul without the light of God, I'll fight - I'll fight to the very end!”