



## 2015 Social Service Funding Application – Non-Alcohol Funds

Applications for 2015 funding must be complete and submitted electronically to the City Manager's Office at [ctoomay@lawrenceks.org](mailto:ctoomay@lawrenceks.org) by 5:00 pm on Friday, May 2, 2014. Applications received after the deadline **will not** be reviewed by the Social Service Funding Advisory Board.

**General Information:** Each year, the City Commission considers requests for the allocation of dollars to a number of agencies that provide services benefiting the Lawrence community. These funds are to be used to support activities that align with the Community Health Plan which was developed with input from many people throughout the community. The five areas for the plan are listed below:

- Access to healthy foods
- Access to health services
- Mental health
- Physical activity
- Poverty and jobs

More information on the Community Health Plan can be found at <http://ldchealth.org/information/about-the-community/community-health-improvement-plan/>.

Applications will be reviewed by the **Social Service Funding Advisory Board** at meetings held from 8:00 a.m. to 12:00 p.m. on May 23 and May 30. **Applicants are asked to make a contact person available by phone at that time in case questions arise.**

Following their review, the **Advisory Board** will forward recommendations for funding to the City Commission. Recommendations will be based upon the following criteria:

- availability of city funds
- the stated objectives of the applicant's program
- alignment of the program with the Community Health Plan
- the efforts to collaborate and create a seamless system of support for residents
- outcomes that move program participants from total dependency toward measurable levels of independence
- ability to measure progress toward the program objectives and the Community Health Plan
- past performance by the agency in adhering to funding guidelines (as appropriate)

The final decision regarding funding will be made by the City Commission when they adopt the Annual Operating and Capital Improvement Budget in August.

Please note that funds will be disbursed according to the following schedule unless otherwise agreed to in writing:

- First half of funds will not be disbursed before April 1
- Second half of funds will not be disbursed before October 1



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### SECTION 1. APPLICANT INFORMATION

Legal Name of Agency: The Salvation Army of Douglas County  
Name of Program for Which Funding is Requested: Pathway of Hope  
Primary Contact Information (must be available by phone 5/23/14 and 5/30/14 from 8 a.m. to 12:00 p.m.)  
Contact Name and Title: Lt. Marisa McCluer Corps Officer  
Address: 946 New Hampshire St. Lawrence, KS 66044  
Telephone: 785.766.5905 (Cell) Fax: 785.843.1716 (Please call cell phone for primary contact)  
Email: Marisa\_mccluer@usc.salvationarmy.org

### SECTION 2. REQUEST INFORMATION

- A. Amount of funds requested from the City for this program for calendar year 2015: **\$15,000**
- B. Will these funds be used for capital outlay (equipment or facilities?) **NO**
- C. Will these funds be used to leverage other funds? If so, how: **YES**
- D. Did you receive City funding for this program in 2014? **NO** If so, list the amount and source for funding (i.e. General Fund, Alcohol Fund, etc.):  
1. How would any reduction in city funding in 2015 impact your agency?  
A reduction in city funding that would reduce or eliminate the funds we are requesting might reduce the number of families we could serve in our Pathway of Hope program.  
2. If you are requesting an increase in funding over 2014, please explain why and exactly how the additional funds will be used: **NA**

### SECTION 3. PROGRAM BUDGET INFORMATION

- A. Provide a detailed budget for the proposed program using the following categories:

Pathway of Hope - Lawrence, KS	Budget 2015
Personnel (1 Existing FT MSW Case Worker)	\$30,000.00
Fringe Benefits (Health Ins, Life Ins, Retirement, Taxes)	\$10,000.00
Travel	\$500.00
Office Space	\$1,000.00
Supplies	\$500.00
Other-Emergency Assistance	\$18,000.00
<b>Total 2015 budget</b>	<b>\$60,000.00</b>

- B. What **percent** of 2015 program costs are being requested from the City? **25%**

### SECTION 4. STATEMENT OF PROBLEM / NEED TO BE ADDRESSED BY PROGRAM

- A. Provide a brief statement of the problem or need your agency proposes to address with the requested funding and/or the impact of not funding this program.

Throughout the last few decades a shift has occurred in the poverty culture. Many clients have learned how to survive but have become stuck in a cycle of dependency. Pathway of Hope (POH), a social service program developed by The Salvation Army, is an initiative seeking to address the root causes of poverty instead of the recurring symptoms.

Children who grow up in poverty are 32 times more likely to be in poverty as adults. When helping a family with children reach sufficiency, the impact is doubled, in that two generations have been touched with one allocation of resources. Community collaboration and support is essential to fight poverty and truly impact families in Lawrence. The impact of not addressing the core issue through a program like Pathway of Hope is the continuation of dependency for generations to come. The program was successfully launched in 2013 in the Kansas City Metro Area and is expanding to every Salvation Army Corps in Kansas and Western Missouri in 2014.

The statement should include characteristics of the client population that will be served by this program.

97 Households and 303 Children participated in Pathway of Hope in the Kansas City Metro last year. The average age of the head of household was 35. The majority of households were single parent families with 2.4 children each. 78% of the clients were receiving public benefits, 30% worked full time, 28% worked part time and 42% were not employed. All clients faced major barriers to overcome which included employment, debt, childcare, transportation, legal issues, housing, etc. The average income at the start of the program was \$13,430. To participate in the program, the client must express a desire to change from crisis to stability and sign a working and service agreement with The Salvation Army of Douglas County.

If possible, include statistical data to document this need.

Pathway of Hope uses a client self-sufficiency matrix to assess client functioning during intake, at three month intervals throughout the duration of services and six months after discharge. Sixteen indicators are assessed and grouped into four clusters relating to Basic Needs, Health/Disability, Basic Functions and Family. Scores are entered into the client tracking system in order to determine individual client progress and evaluate overall programmatic outcomes.

B. How was the need for this program determined?

The United Way and its member agencies were determined to tackle the biggest barriers in our community that keep people from being self-sufficient. A team of community experts were assembled to identify and combat the challenges that prevent too many from reaching their full potential. The result of their findings is published in the 2013-2018 Douglas County Community Health Plan. Poverty and Jobs was identified as one of the key issues impacting Douglas County.

C. Why should this problem/need be addressed by the City?

The transition from dependency to self-sufficiency through a program like Pathway of Hope is a prudent investment by the City toward breaking the vicious cycle of poverty that has trapped all too many families in our community. The ability for the adults in those families

today and their children in the future to find gainful employment and support their families is something positive for our entire community.

- D. How does the program align with the Community Health Plan (see page one)?

Pathway of Hope specifically addresses one of the “top five priorities” identified in the 2013-2018 Douglas County Community Health Plan which is Poverty and Jobs. The program specifically is targeted to decrease by 1% the percentage of families with income levels below the poverty level.

#### **SECTION 5. DESCRIPTION OF PROGRAM SERVICES**

- A. Provide a brief description of the service you will provide and explain how it will respond to the need you identified in Section 4.

Pathway of Hope is designed to enable motivated individuals seeking basic needs assistance to move beyond crisis to a mentality of hope and progress. Through long term relationships, case managers will help individuals and families shape new behaviors and change unhealthy patterns that have developed over generations. Case managers will regularly meet with clients to help them address their current needs and plan for the future. Milestones will be celebrated and clients will learn how to be proactive and responsible.

#### **The Process:**

##### **1) Moving Out of Crisis**

Help clients obtain material assistance: food, rent or utilities, vehicle repairs, etc. as they gain stability.

##### **2) Increasing Stability**

Assist clients in setting goals to address the root causes of their crisis.

Develop a step- by- step action plan to achieve their goals.

##### **3) Achieving Sufficiency**

Provide direction and support to help clients obtain sustainable employment.

Help clients connect to community support networks.

#### **Importance of Follow-Through, Expectations and Accountability**

Accountability is not easy, but it is an essential part of the case management relationship. Providing a clear, mutually agreed upon plan outlining expectations for both the client and the case manager establishes a relationship on which clients can rely. This becomes more important as challenges emerge. It is not easy for anyone to allow this type of access to their life, revealing hidden patterns and struggles. The “stages of change” model informs this part of our work with clients in particular, recognizing that progress is often not linear. If no progress is being made on a goal and action steps continue to be delayed, it leads to a discussion and re-evaluation of priorities. This can result in identifying a re-defined, more accurate, goal reflecting where the client’s real motivation lies. It can also be an indicator that the client is not ready to work toward change and the discussion can help clarify that as well. Accountability doesn’t automatically lead to accomplishing a goal, it means owning whatever

actions are taken, regardless of the outcome. Helping clients understand and benefit from this type of accountability is of value in itself.

The description should include **how many clients** will be served, and should describe as specifically as possible the **interaction** that will take place between the provider and the user of the service.

In the first year of the project, we expect to serve a minimum of 7 to 10 families. The case manager will regularly meet with clients to help them identify and address their current needs and plan for the future. Translating the sometimes overwhelming needs and hopes of clients into measurable and achievable action steps is tremendously valuable. Large long term goals can feel overwhelming. Providing a “pathway” of small, measurable, achievable steps creates an encouraging sense of momentum for clients as they begin to check off tasks. The goal sheets to be used with clients are a physical representation of all the hard work they do. As the stack of achieved goals and actions steps begins to pile up it builds self-confidence and increases hope for the future as clients reflect on the physical reminder of all they’ve accomplished so far. Achieving big goals and effecting lasting change happens when we have a plan and recognize short term accomplishments along the way.

B. What other agencies in the community are providing similar types of services.

Many Douglas County residents are unable to manage their resources efficiently and find work and affordable housing. As a United Way “Partner Agency” we support a community impact goal of self-sufficiency. Pathway of Hope relies on a strong collaboration with community partners to achieve greater results and help our clients move to self-sufficiency. The case manager’s role is to help the family identify ways to build strength and resilience into their life and expand their connection to their community which helps them maintain stability over the long term. Pathway of Hope case managers routinely work with a variety of local community agencies to refer clients and bring about collaboration. Our agency also participates in a field practicum for KU students earning their BSW and MSW degrees from School of Social Welfare. This collaboration provides valuable experience for the students and additional support for our clients in the Pathway of Hope project. A grant from the Douglas County Community Foundation provided lap tops to be used by these students.

Our Partners:

- American Red Cross
- Ballard Community Services
- Catholic Charities
- Cottonwood, Inc.
- Douglas County Child Development Association
- Housing and Credit Counseling, Inc.
- Independence Inc.

- Just Food
- Lawrence Community Shelter
- Tenants to Homeowners
- The Arc
- Willow Domestic Violence Center
- Kansas Department of Children and Families

What efforts have you made to avoid duplication or coordinate services with those agencies?

Every calendar year we will survey the community to get feedback on our referral process and depth of collaboration.

## SECTION 6. PROGRAM OBJECTIVES

Please provide **three specific program objectives** for 2015. Objectives should demonstrate the **purpose** of the program and measure the **amount of service** delivered or the **effectiveness** of the services delivered.

### **Reduction in the number of repeat clients:**

POH graduates will maintain or improve their level of sufficiency thus decreasing their use of financial emergency services by at least 35%. The graduates' use of emergency assistance will be measured and reported on an annual basis.

### **Solve the Root Problems (Barriers) Causing the Need for Emergency Assistance:**

Clients will set goals as they work with their case managers to break through the barriers that are keeping them stuck. On average, 25% of client goals will be achieved every six months. Graduates will achieve at least 50% of their goals by the time they graduate from the program.

A **time frame** and **numerical goal** should also be included. Examples include, "75% of clients receiving job training will retain their job one year after being hired," "increased fundraising efforts will result in a 15% increase in donations in 2015," "credit counseling services will be provided to 600 clients in 2015," etc.

In 2015, clients entering the program with an average annual income below the poverty line will increase their income by an average of 30%. At least 25% of those not working will initially find part time work and within two years will be employed on a full time basis.

**Applicants will be expected to report their progress toward meeting these objectives in their six-month and annual reports to the City.**

**Questions?** Contact Casey Toomay, Budget Manager at [ctoomay@lawrenceks.org](mailto:ctoomay@lawrenceks.org) or at 785-832-3409.