

Eligibility

Completed by betsy.raes@usc.salvationarmy.org on 5/9/2023 1:55 PM

Case Id: 35448

Name: The Salvation Army - 2023

Address: N/A

Eligibility

Please provide the following information.



City of Peoria Violence Prevention

City of Peoria
419 Fulton Street
Peoria, IL 61602
309-494-8600

Applications are available to not-for-profits, 501(c)3 organizations, and government agencies to provide violence prevention programs for City of Peoria residents.

Programs must meet the criteria of one of five priority areas: Thriving Neighborhoods, Empowered Youth & Young Adult, Restorative & Resilience, Intervention, or Violence Reduction. For these categories the minimum funding request is \$50,000 and the maximum funding request is \$400,000. All programs must be evidence-based and have measurable results. A total of \$1,200,000 is available for violence prevention with \$700,000 in federal funding from the American Rescue Plan and \$500,000 in state funding from the Illinois Department of Commerce and Economic Opportunity (DCEO).

There is also funding available specifically for Workforce Training. In addition to measuring the number of people served, these programs must also measure how many clients are connected to permanent employment. The minimum request for Workforce Training is \$150,000 and the maximum is \$300,000. A total of \$300,000 is available for Workforce Training in state funding from the Illinois Department of Commerce and Economic Opportunity (DCEO).

Eligible applications will be reviewed by the Community Development Block Grant (CDBG) Public Services Advisory Commission and agencies will be notified of funding decisions following City Council approval.

Questions? Contact grants@peoriagov.org

1. Does your program serve low-income residents of the City of Peoria?

Yes

2 Is your organization (or the lead agency) a not-for-profit, 501(c)3, or government agency?

NOTE: If your organization does not meet this requirement, you may partner with a qualifying "lead agency" that will serve as your fiscal agent.

Yes

3 Does your organization (or the lead agency) have a completed audit for its most recent fiscal year? (This must be a full audit. 990 forms do not meet this requirement.)

NOTE: If your organization does not meet this requirement, you may partner with a qualifying “lead agency” that will serve as your fiscal agent.

Yes



IF YOU ANSWERED 'NO' TO ANY OF THE ABOVE QUESTIONS, YOUR ORGANIZATION DOES NOT QUALIFY FOR VIOLENCE PREVENTION FUNDING.

A. Applicant Agency Information

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2:25 PM

Case Id: 35448

Name: The Salvation Army - 2023

Address: N/A

A. Applicant Agency Information

Please provide the following information.

A.1 Violence Prevention Program Title

Pathway of Hope Case Management

A.2 Organization Name

The Salvation Army

A.5 Address

2903 W. Nebraska Ave Peoria, IL 61604-3153

A.3 Contact Person

JoAnna Callahan

A.4 Title

Social Services Director

A.6. Contact Phone Number

(309) 210-6385

A.7. Contact Email Address

joanna.callahan@usc.salvationarmy.org

A.8 Program operating location if different than listed above.

N/A N/A, IL 61604

A.9. If partnering with a lead agency, lead agency name:

NOTE: If your organization is not a not-for-profit, 501(c)3, or government agency, AND/OR does not have a completed audit for its most recent fiscal year, you may partner with a qualifying "lead agency" that will serve as your fiscal agent. If partnering with a lead agency please complete this Lead Agency Agreement below.

Please complete and upload the Fiscal Sponsor Agreement



[Fiscal Sponsor Agreement](#)

***No files uploaded*

A.10 Lead Agency contact name, email and phone number

N/A

A.11 Date of Incorporation

05/29/1913

A.10 Federal Employer Identification Number

36-216-7910

A.11 City of Peoria EEO

An EEO number shows that an organization has registered with the City of Peoria as an Equal Employment Opportunity organization. Please follow the instructions on [this form](#) to register. For more information on completing the form, please see this [instruction guide](#).
00815-140331

A.12. Agency Unique Entity Identifier (UEI):

All agencies receiving federal money must register for a UEI. In April 2022, The federal government phased out the use of the DUNS replacing it with the UEI. For more

information please [click here](#)

ZKV7MP4PH4X9

A.13. SAM Cage Code # and Expiration

All agencies receiving federal money must register for a SAM Cage Code. Please visit www.sam.gov to register for free. Please also provide the expiration date of the SAM Cage Code. Agencies must have a DUNS number to register for a SAM Cage Code

4QAH1 1/24/2024

A.14 Agency Annual Operating Budget

\$543,002.00

A.15 Number of Paid Staff

8

A.16 Number of Volunteers

318

B. Funding Requested

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2:26 PM

Case Id: 35448

Name: The Salvation Army - 2023

Address: N/A

B. Funding Requested

Please provide the following information.

B.1 Requested Amount: Min \$50,000 and Max \$400,000

NOTE: The Minimum request for Workforce Training is \$150,000 and the Maximum is \$300,000.

\$128,062.88

B.2. Total Project Budget

\$128,062.88

B.2 Number of Unique Clients to be served

20

B.4 Priority Area

Empowered Youth & Young Adult

B.5 Please provide a Detailed Project Budget for administrative costs

Item	Amount	Short Description
Personal and Fringe	\$0.00	
Other	\$11,642.08	Administrative costs associated with program including development, finance, HR, social services.
	\$11,642.08	

B.6 Please provide a Detailed Project Budget for direct program costs

Item	Amount	Short Description
Personnel and fringe Direct expenses	\$116,420.80	2 Full-Time Pathway of Hope Case Managers (\$20.00/hr, 40 hrs/wk) Fringe benefits include insurance (\$13,428 annually per employee) and FICA (7.65% of annual salary)
Travel	\$0.00	
Equipment	\$0.00	
Materials and Supplies	\$0.00	
Contractual	\$0.00	
Program Expenses	\$0.00	
Other	\$0.00	

Other	\$0.00	
Other	\$0.00	
Other	\$0.00	
Other	\$0.00	
	\$116,420.80	

C. Program Information

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4:34 PM

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Name: The Salvation Army - 2023

Address: N/A

C. Program Information

Please provide the following information.

C.1. Provide a brief description of your proposed program and goals. Describe the work to be performed, including the activities to be undertaken or the services to be provided, frequency and duration of services to be received by the average client or participant, and who will be carrying out the activities.

Program Design

Pathway of Hope is built on the premise that a strengths-based approach combined with hope enhancement practices can help at-risk families overcome barriers and progress along a “path” to sufficiency. Pathway of Hope integrates and builds upon emergency assistance provided to families to address the immediate crisis, and provides a customized support network and targeted interventions that empower families to lead their own change and achieve their sufficiency goals. Self-efficacy and belief in positive future outcomes are increased through this approach. Through Pathway of Hope, The Salvation Army will also leverage and expand its network of community resources and increase collaboration aligned around family goals. Pathway services will include: Assessment of family strengths, barriers and vulnerabilities; development of individualized family action plans with goals; and, comprehensive case management and linkages to community resources and assets.

Program Objective: It is expected that 50% of families who experience repeated poverty-related crisis and commit to Pathway of Hope will overcome barriers and demonstrate increased stability and sufficiency by program exit.

Target Population: Pathway of Hope targets poor and highly vulnerable families with children who face multiple

C.7. Describe the number of people to be served and the outcomes that will be measured. (Please see program guidelines for example measurable results. Multiple outcome measures must be included.) What is the basis for selecting the outcomes and how do they demonstrate achievement of the overall goals of the project? Describe the evaluation tools that will be used to track/monitor the progress of the activity, how progress will be measured, why these measures were chosen, and how these methods are evaluated. If you are expanding a current program or reinstating a previous program, please discuss the impact the program has had in our community, specifically highlighting quantitative and qualitative outcomes.

The Pathway of Hope Program will work alongside The Salvation Army Youth Center at the Peoria Citadel Corps to target families with children who have been impacted by gun-violence. As youth participate in the safe-place and life-skills programming at the Youth Center, Pathway of Hope Case Managers will invite families to participate in Pathway of Hope. This is an expansion of the current Pathway of Hope Program operated by The Salvation Army, which operates out of The Salvation Army's Family Services Center that provides emergency financial assistance for families in Peoria. The current program at family services served 30 families through 259 case management sessions in 2022 and has 16 families currently enrolled in Pathway of Hope. The addition of this program will allow The Salvation Army to expand the program to 20 more families in Peoria.

Expected Impact:

Program Objective

50% of families who experience repeated poverty-related crisis and commit to Pathway of Hope will overcome barriers and demonstrate progress along the pathway to

but addressable barriers to sufficiency and who have a desire to take action. To participate in the program families must have at least one child under the age of 18 years living in the home.

Program Key Elements and Best Practices: The program design is based upon best practice research. It incorporates insights from The Salvation Army and other leading nonprofits. Several best practices have been built into our client engagement and delivery strategy:

- Provide a one-stop access point to a full set of resources and assets within The Salvation Army and in the community that will enable families to achieve their goals. This will improve access to supports, reduce community fragmentation, and provide expert navigation of the community's antipoverty and community assistance service system in an increasingly volatile environment.
- Incorporate the proven approaches of strengths-based case management and a continuum of care model. The Salvation Army has extensive experience working to achieve the same outcomes with populations with similar needs and conditions using these approaches and has successfully helped the homeless, recovery, incarcerated, and special older youth populations (i.e. child welfare, juvenile justice, teen moms) to become independent and self-sufficient.
- Strong internal and external integration, collaboration and coordination to leverage and maximize existing resources, and put together a network of community supports aligned around each family's goals. Pathway of Hope case management will be the hub of this network and will remain alongside each family across services and over time.
- Low barrier and flexible service delivery: The approach meets the varied and individualized needs of each family, at the pace of progress, duration of participation, and level of intensity appropriate to each family given the demands on each family and their unique needs and goals.

Program Methodology

Pre-screening and Selection: Clients may enter Pathway of Hope through a variety of mechanisms:

Walk-in to the Corps emergency assistance program, through internal referral from another Salvation Army program, or by referral from an external organization or Salvation Army congregant. All prospective families will go through a standard emergency assistance intake process

sufficiency

Intermediate Outcomes

- 20% of Pathway families will achieve sufficiency
- 30% of Pathway families will achieve increased stability
- 50% of Pathway families will have increased hope
- Reduction in the number of barriers faced
- Decrease in usage of emergency services by Pathway of Hope clients

Outputs

- 24 families will enroll in the program and be served
- 70% of families will complete assessments
- 60% of families will develop family action plans
- 60% of families will receive referrals to targeted services / community resources
- 50% of families will receive follow-up assessments and case management
- 50% of families will successfully complete Pathway of Hope

Performance Management and Evaluation

The Salvation Army is committed to monitoring and evaluating the effectiveness of Pathway of Hope to achieve both high-performance and high-impact through this initiative, using a systematic, objective, and data-driven process that focuses on its planning, design, implementation and outcomes. Best practice performance management (Managing for Results) activities have been established in order to strengthen and improve our performance and effectiveness; ensuring optimum accountability to donors, clients and partners; and enhancing the capacity of the organization to learn from, apply and share learning and experience.

The Salvation Army developed a results-based performance framework and plan based on Pathway of Hope program design and logic model. This is used to routinely monitor and measure performance, and enables us to directly manage each indicator and keep our focus on results.

The performance indicators selected tracks family progress and milestones reached at each step of the case management process until families achieve the outcome of sufficiency and exit the program. Tying the performance

to enable them to receive basic services to address their immediate critical need – as with all emergency assistance clients and to pre-screen their eligibility for Pathway of Hope. Caseworkers will use the URICA (University of Rhode Island Change Assessment) tool to assess readiness for change and determine if the potential client meets the criteria concerning the desire to make a change in their life.

Intake: Once families are selected and choose to enroll in the program, a formal Pathway intake process is conducted by the Caseworker to gather necessary family history and data using HUD universal elements for standardization. Pathway's process, participation requirements, and expectations are reviewed with clients to ensure understanding and agreement.

Case Management Process: Upon enrollment, Caseworkers meet with families to: assess and identify strengths and root causes, envision longer-term outcomes, create an Action Plan, connect families to community services and resources to support their action plans toward sufficiency, and provide follow-up case management. Our standardized tools and templates will enhance and measure each step of the process to create a consistent and intentional client experience.

Core Approach: The Salvation Army's case management service is the hub of the Pathway wheel. It is based upon a strengths-based approach to working with families and the Stages of Change Model, which is the theoretical framework for how families will progress through different phases of change. The strengths-based approach will affect how Caseworkers interact with clients, by:

- Assessing clients' personal assets and building on them to foster progress and empowerment. Strengths-based work is rooted in an awareness of clients' hopes and dreams, and focuses on their strengths over their deficits;
- Reducing the "power and authority barrier" by empowering clients to lead their service/action plan, thereby utilizing the Caseworkers as collaborators and enabling guides;
- Identifying existing positive building blocks in each client's environment that can serve as a foundation for growth and change. Every community is seen as an oasis of resources that can be utilized; and,
- Fostering hopeful yet realistic expectations by focusing

measures to the case management process provides ongoing information on the direction, pace, and magnitude of family progress and change. This allows us to identify and understand where the case managers are having the greatest impact in the process and allow us to adjust the case management service model where needed in a timely manner. It also helps us target areas where we can identify, share and incorporate best practices.

Data Collection: Baseline client data is collected at intake and assessment and entered directly into ServicePoint by the Case Manager, real-time. ServicePoint is The Salvation Army's selected case management information technology system. This information captures the 'before' picture of current family conditions prior to program participation, and used to set baselines against which family progress toward sufficiency is measured.

Sources of data include the standardized case management tools used: Program Intake Form, Client Self-Sufficiency Matrix, Herth Hope Index, and Client Personal Action Plans with goals. The Client Sufficiency Matrix and Herth Hope Index assessment tools have been normed and validated for this population and have been widely tested and used. Every three months from the client baseline quarter, clients will be re-assessed using the Herth Hope Index and the Client Self-Sufficiency Matrix to measure family change and progress along the pathway to sufficiency, as well as at program exit, three, six and 12 months after completion for follow-up results. Client referrals and follow-up participation in the program are monitored and tracked and entered into ServicePoint. A client satisfaction survey is also administered at program exit along with a follow-up survey at 3, 6 and 12 months after completion to capture clients' perception of impact/change and their level of satisfaction with the program.

Technology and Client Management System: The information technology system that will be used for storing, managing and reporting the data is a critical aspect of our performance monitoring system. Current Pathway of Hope sites are using ServicePoint and this system is a consistent platform that is being utilized across the division and territory. The common use of this system ensures quality performance data, analysis and reporting.

on clients' past successful experiences. Clients' strengths will be leveraged with community resources to help them achieve their goals.

Moving Out of Crisis: As with all eligible emergency assistance clients, traditional casework and emergency services will be provided to address basic needs and assist families in crisis at their point of need. Financial or material resources and advocacy will be provided to prevent such things as utility shutoff, eviction/homelessness, or hunger, for instance. First, Pathway of Hope will alleviate the immediate distress faced by families. Then, The Salvation Army will go beyond that by identifying and addressing the key underlying reasons for their cycle of crisis and vulnerability.

Identifying Vulnerabilities and Barriers: Families that enter Pathway of Hope will receive comprehensive assessments and will be quickly engaged in the case management process to target issues that have kept their family in poverty crisis and their perceived barriers. Problem identification and analysis, risk and vulnerability reduction, and goal setting will go deeper and be more rigorous and holistic. It will take into account present needs, family strengths and capacities, and what is needed to improve the family's resiliency and natural helping networks. Clients may voluntarily request spiritual assessment and consultation with a pastoral care representative or may be supported in connecting with their chosen faith community to build their capacity for hope and strength to overcome obstacles. During this phase, customized Personal Action Plans to help each family overcome barriers will be developed collaboratively. Client action plans build upon strengths and goals identified through the assessment process, are stated in measurable terms with action steps and timeframes, and indicate the related barriers they are addressing. It is important that families begin to take realistic steps to address vulnerabilities and barriers. These small successes early on increase confidence and hope and fuel the self-esteem and tenacity needed to continue to make progress over the longer-haul. Developing and sustaining positive connections and relationships is encouraged as a hope enhancement strategy.

Increasing Stability: Families are connected either internally and/or through referrals to a full set of resources and assets in the community that enable them to achieve

ServicePoint is utilized because it meets the day-to-day needs of Pathway of Hope Corps teams as well as the needs of our performance measurement system. It facilitates streamlined case management processes by including modules for intake, assessments, action plans, referrals, and other pertinent information. Data from the case management system is timely, well documented, and reliable because it is a part of the regular service delivery process. Automated data outputs in a standardized format enables the efficient tracking and reporting on performance and other key administrative/service indicators. This reduces the paperwork and reporting burden on local sites so that teams can spend more quality time helping families. In addition, this client data system can evolve as the program changes based on learning. Arriving at a final set of indicators may be a process over time as the program model is improved and refined, and as indicators are tested, finalized, or added.

All Pathway sites will have a ServicePoint license to use the system. All information is networked to a territorial server and allows for direct divisional access to real-time data to monitor compliance and progress, and create routine or ad-hoc customized reports. Data from ServicePoint is extracted and analyzed by each Division by creation of specific reports through Advanced Reporting Tools (ART).

Performance Monitoring Activities: The activities of local Pathway sites are monitored through ServicePoint and the Regional Coordinators will provide brief reports/updates to their Divisional Social Services Department and the Territorial project team. In addition, Regional Coordinators facilitate cluster meetings that are used as peer learning discussion groups. Discussion topics include reflection on results/progress to date, implementation issues, client challenges, new insights, and recommendations to strengthen the Pathway of Hope (i.e. tools, service model and process, required resources and necessary partners). This forum assures steady attention on learning and results at the ground level, assists sites in need of technical assistance, identifies sites positioned to share best practices, and fosters collaborative efforts. On an as needed basis, Regional Coordinators provide on-site consultation and follow-up.

The Salvation Army ensures the accuracy of data used for performance measurement by training caseworkers on

their goals. During this phase, the Caseworker continues to work with the family to provide support, discuss progress, update and build upon the Action Plan, and to facilitate new referrals and linkages as needed. All referrals are tracked and documented in the client management system.

Achieving Sufficiency: Follow-up case management and involvement with a supportive network will continue. At this stage the focus typically remains on the goals that take a longer time to complete, such as education or training programs, addictions recovery, longer-term health challenges and financial savings and asset building. Completion is individualized based upon goal achievement and the need and desire to move on. It is The Salvation Army's intent that clients will remain engaged in Pathway until they have met their goals, overcome identified barriers, and experience a greater sense of hope and level of stability/sufficiency as reflected in their assessment scores. When families transition from services, they will have the necessary self-efficacy and emotional, economic, social and spiritual supports in place to help them continue on their path.

C.2. Explain specifically how this program addresses the Priority Area selected on the previous page. How does the program address the goal of violence prevention in the City of Peoria?

The Pathway of Hope Program will address the Priority Area of Empowered Youth & Young Adults by providing family support services to families with youth and young adults who face challenges and may have a higher likelihood of community disengagement. Working alongside the youth intervention services and safe-place programming offered through The Salvation Army's Youth Center, Pathway of Hope will come alongside parents/caregivers to address intergenerational poverty and barriers that prevent the families from achieving their goals for self-sufficiency. By addressing both the specific needs of youth AND their caregivers, The Salvation Army will create a holistic approach to reducing poverty. Poverty is one of the main causes of gun violence, according to the Educational Fund to Stop Gun Violence. Helping to reduce poverty will in turn help to reduce gun violence.

Targeted families for the program will demonstrate risk factors such as:

data entry and the use of ServicePoint, verifying indicator data by regularly performing spot checks of case records and data entry, and reviewing aggregate data for anomalies.

Evaluation: An annual performance assessment will be conducted by Divisional staff and will focus on key process and outcome questions. The annual performance results will include: Analysis of program data such as client demographics and conditions; reduction in barriers; the use of community resources; and, client recidivism (repeat use of emergency assistance). In addition, clients' perception of and satisfaction with Pathway of Hope will be analyzed via the client exit/satisfaction surveys. Key implementation issues and lessons learned throughout the year will also be summarized, with recommendations to inform and guide current and future Pathway programming.

In addition to outcomes and learning related to client conditions and impact, The Salvation Army will internally assess on an annual basis the organization's capacity and ability to successfully support Pathway of Hope outcomes, using the following measures:

- Ability to solve root causes of our target segment
Measure: Improvement in conditions that allow clients to eventually reach sufficiency
- More effective use of community resources
Measure: Number of community organizations reporting having been leveraged by the Army and clients
- Greater integration of The Salvation Army's internal resources (e.g., Social Services, congregations, Advisory Boards)
Measure: Perceptions and concrete examples by both Corps officers and Social Services workers, as reported in Corps performance reviews
- Stronger leadership and positive perception in communities
Measure: Degree to which community organizations' perceptions of Army role and impact increases over time

C.8. For Workforce Training programs only, how many clients will you connect to permanent employment?
N/A

C.9. How will your organization track and record client

- ☐ Youth living in a single-parent household
- ☐ Youth residing in a household receiving TANF funds
- ☐ Youth experiencing academic difficulties
- ☐ Youth is in danger of or has been previously held back to repeat one or more academic years
- ☐ Youth experiencing truancy concerns
- ☐ Youth is reported to have behavior issues
- ☐ Youth is reported to be a victim of bullying
- ☐ Youth is reported to be a perpetrator of bullying
- ☐ Youth is unsupervised after school
- ☐ Youth has witnessed or been a victim of family violence
- ☐ Youth identifies as LGBTQ
- ☐ Youth with siblings who dropped out of school
- ☐ Youth with siblings who are teen parents
- ☐ Youth with siblings who are involved in the juvenile justice system
- ☐ Youth with one or both parents who are incarcerated
- ☐ Youth with siblings who are gang involved
- ☐ Youth is reported to be gang – involved
- ☐ Youth in the DCFS system
- ☐ Youth is homeless
- ☐ Youth is pregnant
- ☐ Youth is parenting
- ☐ Youth lives in household where no one is employed
- ☐ Youth is experiencing homelessness
- ☐ Youth has a disability
- ☐ Youth has an IEP (Individual Education Plan)
- ☐ Youth has current or prior school expulsions or suspensions
- ☐ Youth's household is dysfunctional due to mental health or substance abuse
- ☐ Youth has had friend/family die from gun violence
- ☐ Youth lives in an area with high crime/gun violence
- ☐ Youth has current or prior justice system involvement
- ☐ Youth has been held in secure confinement

C.3. How long has this program been in operation or is it a new program?

Pathway of Hope has been in operation since 2011. This expansion would be new to the program location.

C.4. What specific geographic area does the program serve? (List Census Tracts or City-Wide.)

City-Wide

C.5. Specifically, what is the need for the program, what does the program do, and what is the target population

demographics for the proposed program? How will you track outcome measures listed above?

Standardized Tools: The primary tools used during the case management process include the Herth Hope Index, Client Strengths Assessments, Client Self-Sufficiency Matrix, Personal Action Plans, and Referral Tracking form. The Herth Hope Index will be used to determine the client's current level of hope in the future. The Client Self-Sufficiency Matrix is at the center of the case management approach. It evaluates family sufficiency in several domains: income, employment, housing, food, childcare, children's education, adult education, legal, healthcare, life skills, mental health, substance abuse, family relations, mobility, and community involvement. Each dimension is scored ranging from Crisis (1), to Vulnerability (2), to Increasing Stability (3-low & 4-high), to Sufficiency (5). This identifies critical areas to be addressed by the program and is used by Caseworkers to track family progress and the elimination of barriers. A family's overall progress and outcome is gauged in an average score on the five-point scale. Caseworkers maintain weekly contact with clients, either by phone or in-person. However, on a quarterly basis, the Caseworker will meet with the family to evaluate outcomes along the Pathway and discuss transition planning based upon progress. The Personal Action Plan is reviewed and the Client Self Sufficiency Matrix tool is used, providing a consistent, valid and reliable means for measuring each family's progress. At program entry, family scores range from 1-2, in crisis or vulnerable. By program exit, families will have achieved measureable change due to the elimination of their unique barriers and advancement toward goals, and will score between 4-5. These tools allow for the tracking of client demographics according to HUD universal elements for standardization.

C.10. How will outreach about program availability be conducted? What experience does your organization have with the target population of your program? What is your organization's capacity to carry out the program and provide direct services and/or case management for participants?

Outreach will be conducted first by offering the program to current Youth Center Participants. The Salvation Army has over 100 youth registered for its Youth Center. The program will be offered to each family registered. In addition, the program will be offered to families receiving emergency assistance through The Salvation Army's food

for the program? Describe how the activity addresses community needs to reduce violence in the community. Be precise in the project design and how it is linked to goals. Use data and facts for the need and provide sources for the data.

Poverty in the United States has reached its highest point since the War on Poverty was declared. Nearly sixteen percent of the population – 48.5 million people in total – live in poverty, with twice as many (one in three) individuals living just one crisis away from poverty. Sixteen million children, 22% of total children in the United States, are growing up in poverty. Recent research conclusively shows that poverty is the single greatest threat to children's wellbeing in both the short and longer terms. Being poor at birth strongly predicts future poverty status, and children who live in poverty for more than half of their childhood are thirty-two times more likely to remain in poverty as adults than their more fortunate peers.

According to the Educational Fund to Stop Gun Violence, the root causes of gun violence include: Income inequality, Poverty, Underfunded public housing, Under-resourced public services, Underperforming schools, Lack of opportunity and perceptions of hopelessness, and Easy access to firearms by high-risk people. The US Census Bureau estimates that 16.3 percent of the population of Peoria County lives in poverty. This means that approximately 28,000 people in Peoria County are exposed to one of the top causes of gun violence. By addressing intergenerational poverty, Pathway of Hope helps families overcome poverty, improve their situation, and reduce one of the main causes of gun violence.

The Salvation Army has applied for Reimagining Youth Intervention Services Grant Funding through the State of Illinois to expand its Youth Center Programming to include more safe-place programming hours, life-skill development programming, youth mentoring, and increased caregiver involvement. The program will allow The Salvation Army target youth impacted by gun violence to help develop the youth and create increased opportunity and education for youth. The addition of the Pathway of Hope as a partner program for these services will help The Salvation Army to expand its holistic approach to the needs of families impacted by gun violence, empowering the parents of youth through its strengths-based case management approach. Through the Youth Center Services and Pathway

pantries or Family Services Center. The Salvation Army has worked with families experiencing poverty for over 100 years in Peoria, IL. The Salvation Army current operates Pathway of Hope at its Family Services Center and the program is well-established in the organization. Organizational capacity to operate the program exists, but additional funding will allow the program to expand to the Youth Center and better target families impacted by gun violence by hiring two additional case managers to focus on the youth center families.

C.11. How does the program collaborate with other agencies? Describe your agency's working relationship with other organizations and describe services and programs by other agencies that will provide additional or similar services to your clients. Please detail the formal agreements and history of partnerships within the community. Do these agreements lead to cost savings for your agency?

The Salvation Army works closely with Midwest Food Bank, PCCEO, and other agencies in Peoria to help provide material assistance for families in need. For many years, The Salvation Army has partnered with the Peoria Journal Star Christmas Cheer Fund to provide holiday food boxes to residents in Peoria, taking on a lead role in overseeing and executing the program in 2022. In addition, The Salvation Army Youth Center has partnered with other organizations to provide additional youth intervention services and safe-place programming, including:

- Illinois University Extension 4-H: Provide team-building activities, cooking classes, etc.
- Center For Youth & Family Solutions: Help with volunteer recruitment and placement
- Caterpillar: Provide STEM educational activities
- Dream Center: Partner with community & special youth events
- Wardcliffe Neighborhood Association: Help promote programs and services to the community
- Peoria Grown: Provide cooking classes
- United Way: Help with volunteer recruitment and placement
- Sterling Middle School: Help promote programs and services to families, partners in working with troubled youth

The Salvation Army always strives to work with other organizations to meet the holistic needs of its clients and to provide additional services for families. By working with

of Hope, The Salvation Army will be able to come alongside the youth AND parents of families experiencing gun violence and poverty in Peoria, IL.

Pathway of Hope is built on the premise that strengths based case management and customized supports can help families overcome barriers and progress along a “path” to sufficiency. Pathway of Hope will also leverage and expand The Salvation Army’s network of community resources and increase service collaboration aligned around each family’s goals. In addition, The Salvation Army’s community approach will intentionally build a strong ethic of community support around Pathway families – staff, volunteers, advisory board members, congregants, neighbors, civic and business association members -- which will, in turn, strengthen and enhance the communities in which families live, work and worship.

Case Management Approach and Process: Pathway of Hope is anchored in a strengths-based case management approach that is designed to engage and empower families to lead their own change, identify and remove barriers to sufficiency, and build a supportive community network to help families achieve their individualized goals. A standardized toolkit for the case management process has been established to ensure best practices and the quality and consistency of services. Success is measured, in part, by our capacity and ability to successfully support desired family outcomes, including the elimination of root causes at the family-unit level.

Personnel Training Program: All personnel involved with Pathway of Hope will go through a standardized two day preparation and training program using best-practice training techniques, ensuring a strong and consistent Pathway of Hope foundation. This training provides a comprehensive grounding in Pathway of Hope methods, tools and systems and will support Corps in adapting to and incorporating the new approach. Real-time coaching for Caseworkers, follow-up training, and on-going support are also built-in to strengthen and accelerate learning.

Technology System: ServicePoint has been selected as the information technology and client management system for this project because it meets the day-to-day needs of Caseworkers and the needs of our performance management system. It will ensure quality performance

other agencies, The Salvation Army is able to keep costs down and stretch program funds each year.

C.12. How does your agency practice and promote diversity, equity and inclusion?

The Salvation Army of Peoria’s Advisory Board and Executive Leadership is comprised of individuals from different races and ethnic backgrounds. We recognize the need to increase diversity in these spaces and plan to do so in recruitment and hiring efforts. Our location does embrace ethnic diversity and we do not discriminate on the basis of race, color, religion, gender, gender expression, age, national origin, ability, marital status, sexual orientation or military status in any of our activities. The Salvation Army is dedicated to advancing equity and inserts DEI into its programming through: 1) Code of Ethics 2) Equal Opportunity Employer Status 3) Dedicated mention in Employee Handbook and 4) Territorial and Divisional Internal Review Tools. Through these resources, specific standards, measurements, best practices, quality improvement and action planning are defined. The Salvation Army selects and hires candidates based on hard work, experience, and qualifications and is a non-discriminatory employer. Incidents involving implicit bias and/or racial discrimination are subject to interior investigation and will result in termination of employment for the offender. In service delivery, all programs are also free from discrimination with formal reporting and grievance procedures established to ensure proper enforcement. Staff participate in equity training which acknowledges and combats implicit bias, a continual area of growth.

In 2021, The Salvation Army hosted a Racial Justice Summit to address racism with four objectives: to listen, learn, lament and lead. Beyond this summit, we keep equity at the heart of all programs as it is an essential component to our mission and values. This includes supporting systems to report and discuss racism, ensuring ethnic diversity in leadership roles, and standing as a model for inclusion in the community. The Salvation Army’s National Headquarters is preparing a National policy surrounding DEI policy and dedicated training to guide locations throughout the United States.

C.13. Please provide a breakdown of your current staff demographics by race/ethnicity and gender identity.

The staff at The Salvation Army Peoria Citadel Corps is

data, analysis and reporting and significantly improve our evaluation and learning capabilities.

Performance Management and Evaluation: The Salvation Army is committed to monitoring and evaluating Pathway of Hope to achieve both high performance and high impact. Pathway of Hope is supported by a robust system of outputs, intermediate outcomes and long-term outcome indicators. The performance management and evaluation plan for this project consists of baseline data collection; internal monitoring and indicator tracking on a monthly and quarterly basis; and, internal and external evaluations.

Current Status and Results: Pathway of Hope was first piloted as a demonstration project in three locations in 2011 and began serving families in January 2012. The pilot achieved numerous organizational milestones that were set to establish an effective and scalable Pathway of Hope platform that will transform our emergency services. It focused heavily on testing and adapting the Pathway model, tools and approach, and on learning from implementation successes and challenges to shape current and future plans. Building on its initial foundation of success and incorporating key learning, Pathway of Hope has now been implemented within over 200 Corps of the Central Territory and has been adopted as a national initiative.

Early results demonstrate that clients can and do overcome the instability of poverty when we work with them to develop and achieve a longer-term strategy and build their social supports and natural coping network, rather than simply providing an emergency fix. The Salvation Army's experience to date also shows that case management is most effective when it is relational and strength-based, as it engages and empowers clients as collaborative partners in their own change and holds the client and case manager mutually accountable and responsible for results. This helps clients identify and develop their own capacities and confidence in their ability to achieve their goals and effectively manage their situation, building hope in positive future outcomes along the way. Families have progressed along the Pathway with overall sufficiency score increases, as well as significant improvement in several specific barrier/sufficiency domains: income, housing, adult education, life skills,

62.5% white/Caucasian, 25% Black/African American, and 12.5% two or more races. The staff is 50% male and 50% female.

C.14. Please provide a breakdown of your Board of Directors or governing body by race/ethnicity and gender identity

The Peoria Area Command Management Team, local agency leadership, is 90% white/Caucasian and 10% Black/African American. The management team is 44% male and 56% female. The Tri-County Advisory Board is 98% white/Caucasian and 2% Black/African American. The Advisory Board is 80% male and 20% female. The Salvation Army has ongoing efforts in board development to add board members that will help the board better reflect the Peoria community.

health care, mobility, family relations, substance abuse, and community involvement.

C.6. Provide information on how the program is evidenced-based. Provide clear, detailed information to support that project design. Please refer to research, third-party program evaluations or other objective data that indicates program design and note all sources of data. NOTE: Programs must be evidenced-based to be eligible for funding.

The Salvation Army (TSA)'s Pathway of Hope (POH) initiative was launched in 2011 in the Central Territory, with the aim of empowering families to take action to break cycles of crisis and intergenerational poverty. POH seeks to fulfill its mission through (1) targeting families with a desire to take action, changing life trajectories and increasing hope; (2) bringing all TSA internal resources to bear and aligning with client goals; and (3) catalyzing community collaboration in service of shared clients. In 2013, TSA began expanding POH, implementing it in the remaining three Territories in order to impact communities throughout the United States. TSA contracted with RTI International in 2020 to conduct a 2-year evaluation of the implementation process and the associated impact of the POH expansion.

The evaluation found that:

- ☑ Participation in POH increased clients' hopefulness and self-sufficiency.
 - The more time clients spent in POH, the more likely they were to succeed across all targeted outcomes.
 - Clients' self-reported hopefulness and self-sufficiency increased at every assessment point.
- ☑ Case management is fundamental to POH and the client-case manager relationship is essential to client engagement and success.
 - The more case management sessions that clients received, the more likely they were to achieve success on almost all outcomes.
 - According to staff, successful case management includes building long-term relationships with clients, coaching clients through the development of client-identified goals, and providing accountability to clients by promoting goal attainment and self-sufficiency.
- ☑ POH clients reported direct and indirect impacts on their children, suggesting positive

multigenerational impacts from their participation.

- All clients in the sample reported that POH positively affected their child[ren]. Most survey respondents reported that POH improved their child[ren]’s mental health.
- Almost three-fourths (74%) of clients in the sample agreed or strongly agreed that they are more hopeful today about their children’s future than before they started POH.

Furthermore, in 2017, the Loyola University Center for Research on Self-Sufficiency (CROSS) evaluated the outcomes of the Central Territory Pathway of Hope. Their assessment analyzed data pulled from the Salvation Army Information System as well as insights captured through focus groups and personal interviews.

The findings of their evaluation included:

- Higher initial responses regarding readiness for change and self-sufficiency led to a higher number of goals achieved and a greater sense of hope.
- Hope and Self-Sufficiency Matrix (SSM) scores increased jointly over time.
- Changes in hope scores contributed significantly to the number of set goals.
- The greater number of initial goals directly influenced the number of goals achieved and led to increased family stability.
- Participants report that trust between themselves and their case manager significantly impacts success.
- Participants agree that a caring, accepting relationship between themselves and their case manager is important.
- There is a relevant significance between pastoral care and social services, which fosters hope.

As part of a national evaluation plan, the Central Territory Pathway of Hope participated in an extensive evaluation in 2020 and 2021. The study examined the statistical outcomes of our programs and completed site visits at four Central Territory locations. A 2022 national evaluation conducted by RTI confirmed the results of the CROSS study regarding the vital roles of hope and pastoral care in contributing to positive outcomes*. The results of the nationwide study will be released at a later date in 2022, and will further add to our understanding of Pathway of Hope’s impact on families struggling to improve their lives.

More Evidence of the Lasting Impact of Pathway of Hope
Of the families who completed surveys in 2021, 92% reported increase hope for a brighter future. 81% rated the case management services as very good or excellent. 74% observed positive changes in their children.

*Pathway of Hope National Evaluation, Research Triangle International, 2022.

C. Program Information Cont'd

Completed by betsy.raes@usc.salvationarmy.org on 5/11/2023
4:35 PM

Case Id: 35448

Name: The Salvation Army - 2023

Address: N/A

C. Program Information Cont'd

Please provide the following information.

C.15. Staff Qualifications: Please identify key program staff, titles and include background and qualifications (education, experience, training, etc.). Include ALL staff to be funded with Violence Prevention funds and staff that will compile reports. If the position has not been hired, please include requirements in job description in the background section.

Staff Member	Name	Title	FTE on This Program	Grants Funds Used
See Job Description in Additional Information (C.23)	TBD	Pathway of Hope Case Manager	Regular Full-Time Non-Exempt	Yes
See Job Description in Additional Information (C.23)	TBD	Pathway of Hope Case Manager	Regular Full-Time Non-Exempt	Yes

C.16. Are there or will there be any program membership or fees charged to the participant in the proposed program?

No

C.17. What is your organization's experience in managing publicly funded projects? Describe any specific experience your organization has in the administration of federal, state, and local government funds. If you are using a fiscal agency, you may list the information for that agency.

TSA has increased award amounts during the past two years through traditional funding sources from Heart of Illinois United Way, FEMA, City of Peoria ESG and OHS ETH. Also, we have received additional dollars to offset the costs that were incurred during the pandemic through DHS, ESG Cares, FEMA Cares, Emergency Rental Assistance (ERA) and through the City of Peoria ESG-CV. These funding sources allow the shelters to remain open 24/7-365 days a year while providing a healthy, safe and sanitized living environment. During 2020-2022 numerous relationships were cultivated within the community for The Salvation Army Peoria to be an instrumental part in providing shelter services for those affected by homelessness. The expanded funding and relationships have allowed us to focus on the medical care component with local health departments and medical facilities to increase and improve care provided to participants. Increased efforts are continually made by the development department and Advisory Board members to promote the need for funding and in-kind gifts for the shelter. The Advisory Board is also in the works of kicking off a campaign for fundraising to assist residents in the community that would not meet guidelines of the current grants that The Salvation Army is contracted to use.

C.18. List funders for the last two years (including the City of Peoria, if applicable) and describe type and frequency of monitoring. Also describe any findings, the resolution of those findings, and any monetary penalties incurred.

DHS State of IL Homeless Prevention Grant (Traditional)

DHS State of IL ESG (Traditional)

DHS State of IL ESG CARES (traditional)
DHS State of IL ETH (Traditional)
State Emergency Rental Assistance (FY21-23)
DHS ESG City of Peoria Family Shelter (Traditional)
DHS ESG City of Peoria Safety Net (Traditional)
DHS ESG CV City of Peoria Safety Net Shelter (FY21-22)
DHS ESG CV City of Peoria Family Shelter (FY21-22)
United Way Family Shelter (traditional)
United Way Men's Shelter (traditional)

C.19. Describe your organization's financial reporting system/accounting procedures and time keeping system regarding the proposed activity. How will your organization separate Violence Prevention funds from other funds for identification, tracking, and reporting? Describe your organization's internal controls that minimize opportunities for fraud, waste, and mismanagement.

The provider agrees to charge staff activity in-line with budget so as to allow funds for the duration of the grant cycle. The provider administrative/fiscal staff have corrected this need by collaborating with TSA Divisional Headquarters Accounting department to ensure all funds for this program are marked by a unique code- allowing these expenditures to be isolated.

The provider submits payroll summaries displaying unique grant coding showing isolation of funds. Additionally, to verify time spent on the grant the provider also submits time clock records and employee schedules. The Salvation Army conducts regular internal and external audits to ensure the proper management of all organizational funds.

C.20. As a part of the application process, your agency or sponsored fiscal agency must have conducted and must submit a copy of its most recent audit.

In the most recent audit, were any findings issued?

No

C.21. Is your agency required to complete a Single Audit?

Yes



Please upload a copy of the Single Audit

2022 Salvation Army Peoria FS (1).pdf

In your agency's most recent Single Audit, were any findings issued?

No

C.22. Explain in narrative form how Violence Prevention funds will be used as shown in the proposed budget (e.g. describe specific direct service and administrative positions for the program). Describe the specific need for all items outlined in the budget and how you will ensure that all costs are reasonable per 2 CFR Part 200. Describe your program funding source diversity if applicable. Provide details on program expenses and explain how the cost per unit of service and the cost per unduplicated client are reasonable for this program.

Violence Prevention funds will be used to fund two new Pathway of Hope Case Manager Positions. These are full-time hourly positions with an annual salary of \$41,600.00, for a total of \$83,200.00 in salary costs. The funds will also cover fringe benefits including insurance costs (\$13,428.00 per position, for a total of \$26,856.00) and FICA (7.65% of annual

salary, for a total of \$6,364.80 for both positions). The total fringe benefits cost is \$33,220.80.

Violence Prevention funds will also cover administrative costs associated with the program (finances, HR, development, social services) at 10% for a total of \$11,642.08.

The total cost per unduplicated client is \$6,403.14, which includes at least 52 individual case-management sessions per client and 4 client progress assessments per client. The cost of each assessment/case management session is \$114.34.

C.23. Is there any additional information you want to mention? Use bullet style for each item in the space provided.

The Salvation Army

Position Description

Position Title: Pathway of Hope Case Manager

Report To: Corps Officer

Qualifications:

Education: • Bachelor's degree in human service area: prefer BSW from an accredited college or university;

Experience: • Minimum of three years of case management experience in comparable social service programs that offer multi-faceted casework interventions designed to address the needs of families utilizing a strengths-based approach.

Responsibilities:

Provide supportive services in Peoria, IL using the Pathway of Hope strengths-based case management approach to individuals and families with a desire to take action to break the cycle of crisis and vulnerability in their lives and change the trajectory of their lives.

Outreach and Engagement

1. Conduct regular outreach in each Corps Community in order to identify and recruit eligible participants for Pathway of Hope case management services.
2. Engage and build rapport with target population.
3. Conduct screening interviews with potential applicants in accordance with POH eligibility requirements.
4. Present potential participant to POH team to include the corps officer, pastoral care representative, POH Regional Coordinator and other identified team members.
5. In coordination with Corps case workers, provide appropriate referrals for individuals not eligible for POH services.

Case Management

1. Work with at least 10 families over the course of one year.
2. Maintain a caseload of 10 families at any given time.
3. Perform intake that includes required documentation for admission, referral needs, explanation of program and expectations.
4. Conduct a written assessment on all potential participants and their families within 72 hours of contact including screening for serious personal safety and mental health issues.
5. Develop a case plan with the participant based on the primary goals of housing stability, increased income/financial resources and skills, and self-determination which includes short-term and long-term goals with related activities. Update case plan as needed.
6. Schedule regular meeting times with participants to develop and review goals and objectives. Conduct home visits

as determined by the case plan.

7. Maintain case files for each participant that includes the assessments, case plan, documentation of progress, challenges, outcomes/accomplishments, discharge plan and summary, and documentation of all follow up contact.
8. Provide information and referral services.
9. Assist participants in making linkages and accessing appropriate community resources.
10. Provide advocacy services as needed, i.e., court appointments, landlord/tenant conflict resolution, etc.
11. Provide financial assistance in accordance with program policies and procedures.
12. Coordinate case management efforts with all staff and contracted services to meet individual and family needs.
13. Develop a discharge plan with participants addressing established goals/Personal Action Plan.
14. Conduct or refer participants to life skills classes that include budgeting.
15. Maintain comprehensive and detailed case notes on all participants.
16. Complete required documentation of all educational groups.
17. Prepare case records for proper storage after participant discharge.
18. Ensure client confidentiality in accordance with established procedures and regulations.
19. Meet with Pathway of Hope Regional Coordinator on a regular, at least monthly basis for individual consultation/supervision for to assist with the management of his/her caseload.
20. Ensure relevance and consistency of POH by collaborating with the Regional Coordinator with ongoing development of policies and procedures, goals and objectives, and outcome based measures related to the POH.
21. Attend training sessions that support the initial implementation phase and ongoing training requirements for the POH.

SIMS Case Management & Direct Assistance

1. Maintain comprehensive demographic data as required on all participants.
2. Complete all required client documentation on SIMS in a timely fashion.
3. Maintain case files for each client that includes all assessments, action plans, case notes, graduation plans.
4. Ensure the quality of local data and reporting of information that will support national and territorial POH program
5. Submit monthly summary of service statistics.
6. Maintain accurate records of financial assistance provided to participants in their file and in the SIMS.
7. Complete other reports as requested.

Quality Assurance

1. Participate in monthly call-in meetings with PoH Regional Coordinator
2. Track and report unmet needs of participants and their families.
3. Document and report effectiveness of service delivery using consumer, case management and community resource feedback.
4. Participate in other program and outcome evaluation activities.
5. Provide ideas for programming specific to educational or process groups needed for participants.
6. Assist with special events and seasonal programs, as requested.

Position Ranking:

RFT Non-exempt

Physical Demands/ Work Environment:

The physical requirements described here are representative of those that must be met by an employee to successfully perform the duties of this job. Reasonable accommodation may be made to enable individuals to perform the essential functions.

Physical requirements include:

1. Sit, walk, stand, bend, squat, climb, kneel, and twist on an intermittent or occasional continuous basis.
2. Grasp, push, pull objects such as reference materials, files, file cabinet drawers, and reach overhead.
3. Ability to load and to change settings, devices, and fixtures on various equipment used in and around an office environment.
4. Operate telephone and other electronic communication devices.
5. Operate various other office equipment including personal computers, copiers, fax machines, and scanning equipment.
6. Ability to lift up to 25 lbs. occasionally.

PERSONAL QUALITIES:

- Experience and/or strong interest in community outreach, organization and community capacity development.
- Must have an interest and ability to work with people and clients of diverse racial, ethnic, and socio-economic backgrounds in a sensitive and culturally appropriate manner.
- Ability to collaborate on complex social issues within families and communities.
- Ability to be creative, original, intuitive, and perceptive.
- Ability to think logically and critically.
- Ability to envision a project from beginning to end.
- Ability to solve complex problems, make appropriate judgments and decisions.
- Ability to speak and understand English in a manner that is sufficient for effective communication with supervisors, employees, beneficiaries and customers.
- Demonstrated capacity to teach adults.
- Familiarity with Salvation Army policies and procedures.
- Excellent oral and written communication skills.
- Clear criminal record.
- Valid Driver's License and ability to pass motor vehicle check yearly.

D. Conflict of Interest

Completed by betsy.raes@usc.salvationarmy.org on 5/11/2023
11:02 AM

Case Id: 35448

Name: The Salvation Army - 2023

Address: N/A

D. Conflict of Interest

Please provide the following information.

As an applicant requesting funding, will any of your employees, agents, consultants, officers, or elected officials experience the following conflicts of interest:

D.1. Participate in the decision-making process for the approval of this application? (i.e., a City of Peoria City Council Member or a Member of the [CDBG Public Services Advisory Commission](#))?

No

D.2. Have a personal financial interest or reap a financial benefit from this program/activity?

No

D.3. Have an interest in any contract, subcontract, or agreement with respect to this application either for themselves or those with whom they have family or business ties during the program year and for one year thereafter?

No

If you selected yes to any of the above, clearly describe the conflict below.

E. Required Documents

Completed by betsy.raes@usc.salvationarmy.org on 5/11/2023
3:43 PM

Case Id: 35448

Name: The Salvation Army - 2023

Address: N/A

E. Required Documents

Please provide the following information.

Documentation



Financial Audit ***Required**

2022 Salvation Army Peoria FS (1).pdf



IRS Tax Exempt Letter ***Required**

Master - IRS Tax Exempt Letter, 12 31 18.pdf



Audit Findings

****No files uploaded**



Please upload a copy of the Single Audit

2022 Salvation Army Peoria FS (1).pdf



Program Fees Supporting Documents

****No files uploaded**

Submit

Completed by betsy.raes@usc.salvationarmy.org on 5/11/2023
4:36 PM

Case Id: 35448

Name: The Salvation Army - 2023

Address: N/A

Submit

Please provide the following information.

☒ I certify that the information contained in this application is true and correct; that it contains no misrepresentations, falsifications, intentional omissions, or concealment of material facts; and that the information given is true and complete to the best of my knowledge and belief. I agree to comply with all federal and City of Peoria requirements if funded.

Agency CEO Name

Captain Betsy Raes

Agency CEO Signature

Betsy Raes

Electronically signed by betsy.raes@usc.salvationarmy.org on 5/11/2023 4:36 PM