

# Inner-city Training Materials

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## Addressing Inner-city Welfare Needs

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# Summary: Addressing Inner-city Welfare Needs

## Objective

Help bishops and branch presidents increase capacity of the Lord's Storehouse to help chronically poor and needy members become more spiritually and temporally self-reliant.

## Summary

Many bishops and branch presidents, especially in inner-city units, are faced with overwhelming welfare issues in caring for the poor and needy Church members. These challenges may include generational poverty, refugees, employability, etc., and may extend well beyond the unit's ability to address them. Local leaders can find local solutions to this situation by following these guidelines set forth by President Dieter F. Uchtdorf (October 2011 General Conference):

- **Counsel together**
  - Priesthood leader meets with the stake or ward/branch council and forms a committee
- **Use all resources available**
  - Priesthood leader facilitates a discussion with the committee about using local resources
- **Seek inspiration and confirmation**
  - Inspiration and confirmation is sought to receive specific guidance as to the who, what, when, and where of providing in the Lord's way
- **Roll up your sleeves and go to work**
  - Priesthood leader empowers the committee to implement the plan and monitor its progress

## Self-Assessment

Conducting a self-assessment is the first step in determining which local solutions would be most appropriate. Prior to developing and implementing a plan, a local council might want to examine the following questions:

- Are we making consistent progress toward self-reliance?
- Do priesthood leaders have adequate resources to care for, teach, and encourage needy members?
- Are there community resources, in addition to Church Welfare resources, that could become part of the Lord's Storehouse?
- Can members and leaders from all congregations in the stake help and participate?
- Could a local, formal plan/program be of benefit to bishops, branch presidents, and ward/branch councils in fulfilling their welfare-related stewardships?

## Potential Outcomes of a Formal Inner-city Program

Formalizing an inner-city program using local solutions and resources will facilitate sustainability. Local priesthood leaders direct the work of strengthening individuals and families. Some potential outcomes include:

- Priesthood leaders are provided additional support and resources to address the needs of the members
- Couples are called and trained as welfare specialists (potentially called as Church-service missionaries) to mentor individual families under the direction of the priesthood leader
- Families are coached in developing and implementing their temporal and spiritual self-reliance plan
- A network of community resources is developed and maintained to supplement resources of the local unit and Church Welfare
- Families, particularly those with long-term needs, are being helped to help themselves improve their temporal and spiritual well-being

# Leader's Guide:

## Addressing Inner-city Welfare Needs

### Objective

Help bishops increase capacity of the Lord's storehouse "to help members become self-reliant, to care for the poor and needy, and to give service."

*Handbook 1, Section 5.0*

### Guiding Principles

- Temporal and spiritual well-being are inseparable
- Self-reliance involves a balanced way of life
- There is no one-size-fits-all answer
- Providing in the Lord's way is a program of self-help
- There is something everyone can contribute
- Individuals are responsible for personal self-reliance

### Guidelines

- Local priesthood leaders lead and direct the work
- Strengthen individuals, families and the community through independence, thrift, provident living, work, and service opportunities
- Use local solutions/resources to facilitate sustainability
- Start small and simple – build on success – progress will come

### Approach

**"In the end you must...counsel together, use all resources available, seek the inspiration of the Holy Ghost, ask the Lord for His confirmation, and then roll up your sleeves and go to work."**

*President Dieter F. Uchtdorf  
October 2011 General Conference*

# ADDRESSING INNER-CITY WELFARE NEEDS

Process described by President Dieter F. Uchtdorf in his October 2011 General Conference talk "Providing in the Lord's Way"

## Counsel Together

Priesthood leader meets with the stake or ward/branch council

- Identify the needs that exist in the stake/ward/branch, and determine which should be targeted – possible needs might include:
  - Physical health (diet, nutrition, disease prevention, etc.)
  - Behavioral health (marriage relations, abuse, etc.)
  - Employment (vocational skills training, self-employment, job search, etc.)
  - Education (reading, writing, basic math, computer skills, literacy, etc.)
  - Family finance and resource management
  - Home food production/storage and preparedness
- Identify resources that can be used to address needs
  - Family / Members / Community / Church
- Consider ideas that can be used to address the targeted welfare needs

Priesthood leader helps form a committee

- Select a committee chair and committee members
  - The committee chair should be a good facilitator
  - Additional committee members may include members from the Relief Society, Elders Quorum, Young Women and Young Men presidencies
  - Invite others who are enthusiastic about addressing the needs
- Roles of the committee:
  - Design, implement, and monitor a plan
  - Be accountable for reporting



## Priesthood leader and the committee develop a plan to address the needs

- The priesthood leader and the committee counsel together to develop a plan that follows successful self-reliance principles:
  - Focus on helping members and neighbors who are poor and needy
  - Start out with a simple design, focusing on one or two objectives and involving a reasonable number of participants
  - Ensure that the plan uses resources that are found locally
  - Ensure that participants work to benefit by contributing their time, effort, and resources – and by serving or teaching others

# Use All Resources Available

Priesthood leader facilitates a discussion with the committee about using local resources in the Lord's Storehouse as part of the plan

- Identify resources that exist among the ward/branch and stake members
  - Talents, skills, education, and professional contacts
  - Tangible resources such as equipment, materials, etc.
  - Called welfare specialists and/or Church-service missionaries
- Identify resources that exist within the Church organization
  - LDS Employment Resource Services
  - LDS Family Services
  - Bishops' Storehouse Services
  - Technical specialists from Church Headquarters
- Identify resources that exist within the community
  - Non-governmental organizations (non-profits, charitable, etc.)
  - Educational institutions
  - Private businesses and corporations
  - Government programs and agencies

# Seek Inspiration and Confirmation

President Uchtdorf said to “seek the inspiration of the Holy Ghost – ask the Lord for His confirmation...and you will receive **specific guidance** as to the who, what, when, and where of providing in the Lord’s way”

- Seek inspiration and confirmation throughout the development process
  - Seek inspiration in discussions about specific needs and how to address them
  - Listen attentively to ideas from the committee
  - Pray for confirmation before implementing the plan
  - Seek additional resources, if needed, from Church Welfare Department
    - Call Area Welfare Manager for more information @ 801-240-0450



# Roll up Your Sleeves and Go to Work

Priesthood leader empowers the committee to implement the plan and monitor its progress

- Provide the committee with counsel and direction – encourage them to:
  - Meet regularly to monitor progress, address challenges, and make adjustments
  - Track and monitor expenditures
  - Submit regular progress reports to the priesthood leader and discuss any major challenges or problems
    - Celebrate successes and encourage successful participants to assist others
    - Assign a committee member to document the work by recording activities, noting challenges/lessons learned, taking photos, and describing successes

# Providing in the Lord's Way

## CHURCHWIDE PLAN

### INDIVIDUALS



Individuals are responsible for personal self-reliance:

- Prayer and revelation
- Personal talents and abilities
- Personal assets and home storage
- Family and extended family
- Resources in the community
- Quorum and Relief Society leaders

### • BISHOP



Bishops can use the following resources to assist individuals:

#### Ward and Stake Resources (Lord's Storehouse)

- Ward and family members
- Church handbooks
- Quorums/Relief Society
- Ward council
- Fast offerings/commodities
- Resources in the community

#### Churchwide Resources (Lord's Storehouse)

- Array of electronic tools for bishops and members (finding employment, overcoming addictions, etc.)
- 24-hour helpline for bishops and stake presidents
- Specialized resources and short-term projects (home gardening, self-employment, etc.)
- Humanitarian aid where appropriate

#### Inner-city member self-reliance projects:

Church resources can be made available to provide start-up/short-term help...

Call Area Welfare Administration @  
801-240-0450

# EXAMPLE OF A PROJECT PLAN

*The following is an example of how one stake developed and implemented a plan – this should not imply that all plans will result in similar projects*



## STAKE SELF-ASSESSMENT

- Are we making consistent progress toward self-reliance?
- If not, do bishops and branch presidents have adequate ministering resources to help care for, teach, and encourage needy members?
- Are there community resources that could become part of the Lord's Storehouse?
- Can members and leaders from all congregations in the stake participate by providing mentoring and coaching?
- Could a local, formal project be of benefit to bishops, branch presidents, and ward/branch councils in fulfilling their welfare-related stewardships?



## PROJECT GOALS

- Increase temporal and spiritual self-reliance of members
  - Short-term measures:
    - Developing a plan
    - Meeting with mentors
  - Long-term measures:
    - Sacrament meeting attendance
      - Increased testimony and understanding of the Gospel
    - Reduced fast offering expenditures
- Provide the needy with access to the available resources within the community
- Hasten the work of temporal and spiritual salvation for all members through the outreach and development of Church and community resources



## PROJECT OBJECTIVES

- Lighten the welfare case load of bishops and branch presidents
- Help welfare recipients maintain a self-reliance development plan
- Raise the awareness level of self-reliance principles and responsibilities among Church members and leaders

## IMPLEMENTATION STEPS

- Stake president formally requests project
- Invite neighboring stakes to participate, as appropriate
- Call directors and welfare specialists (see below)
- Provide training for directors, welfare specialists, and priesthood leaders
- Each bishop/branch president will assign the welfare specialists (see below) serving in his ward/branch 4-5 families to coach and mentor with their plan to become more temporally and spiritually self-reliant

## STAFFING THE PROJECT

- Call a couple to serve as **program directors**. They must be:
  - Willing to put in a significant time commitment
  - Able to build relationships within the community
- Call a second couple to serve as **assistant directors** or **resource specialists** to develop and maintain a prioritized inventory of community resources such as:
  - Medical, dental, education, literacy, legal services, transportation, housing, home repair, aging services, etc.
- Call **welfare specialists** (or Church-service missionaries) to work under the direction of the bishop/branch president to mentor, coach, and assist families in developing and implementing self-reliance plans
  - Over time, expand the number of welfare specialists (or Church-service missionaries) based on need, availability, training, and leadership resources
  - Utilize a **development counselor** or other qualified individual to provide training to the mentors

# Outcomes

- Priesthood leaders have additional support and resources to address the welfare needs of the members
- Couples have been called and trained as welfare specialists (Church-service missionaries) to mentor individual families under the direction of the priesthood leader
- Families are mentored/coached in developing and implementing their temporal and spiritual self-reliance plan
- A network of community resources has been developed and maintained to supplement resources of the local unit and Church Welfare resources
- Families, particularly those with long-term needs, are being helped to help themselves improve their temporal and spiritual well-being

# Lessons Learned

## From the local Area Seventy perspective

- Many Church-service missionaries (CSMs) and local leaders working with self-reliance project participants had to discard prior ways of thinking and learn to approach the situation from a new perspective. Examples:
  - Budgeting money / Long-term planning / Education / Improving one's circumstances / Spiritual and temporal needs go hand-in-hand
- Mature and experienced CSMs are a huge asset
- CSMs are supposed to have weekly interaction – however, that is likely the *least* amount of time anyone spends in their calling
- CSMs have to develop a true friendship and build real relationships – successful CSMs have developed that relationship of trust
- Self-reliance project participants have to be sincerely looking to change
- Close coordination is required between the CSMs and the bishops/branch presidents, who hold the priesthood keys
- We are not in a position to judge others
- Patience and understanding are necessary elements for success – often times change comes slowly and is a long-term endeavor

# Key Considerations

- Does the local unit have enough leadership and resources to address the welfare needs by calling ward welfare specialists – or would the project benefit from outside Church-service missionaries?
  - Are the needs beyond the scope of what a priesthood leader and the ward/branch council can do alone?
- Church-service missionaries who can be identified via their black name tag may be essential to the success of an inner-city project:
  - Credibility and leverage in working with community partners
  - Increased unity, commitment, and motivation to those called to serve
  - Protection and safety
- Connecting with local resources is integral to the success of the project – not just knowing about the resources, but developing a relationship with the people and learning how to appropriately access the resources
- Imperative for project success:
  - Stake President must be fully engaged in the project
  - The lead directors must be champions for the project
  - Project must be sustainable through local solutions

## Comments

### From participating priesthood leaders

- *“The Inner-city project provides real relief. Church-service missionaries bring the needed experience and expertise.”*
- *“A spiritual conversion is required. Otherwise it is just temporary relief. Our approach must be different to help someone out of the mire of dependence. This project brings a focus of love to a long-term solution.”*
- *“The key has been to integrate the missionaries and specialists into our ward council.”*
- *“There must be realistic expectations. We must have patience. Much time is expended, and progress may be slow.”*

# Suggested Resources

## Conference Talks and Pamphlets:

- [“Providing in the Lord’s Way”](#) (President Dieter F. Uchtdorf, October 2011 General Conference)
- [“Providing in the Lord’s Way – Summary of a Leader’s Guide to Welfare”](#) (Section entitled “Care for Others”)
- [“Counseling with Our Councils”](#) (Elder M. Russell Ballard, April 1994 General Conference)
- [“Are We Not All Beggars?”](#) (Elder Jeffrey R. Holland, October 2014 General Conference)

## Websites:

- [Bridges to Self-Reliance Video Series](#): A series of videos portraying how one stake in Detroit addressed their welfare needs through an inner-city project. (bridges.lds.org)
- [SLC Inner-City Project \(ICP\) Website](#): This tool provides priesthood leadership a website to inventory community resources, provide training materials for mentor couples, and manage mentor assignments. It also provides for mentor reporting and tracking the progress of assigned families. For access to the site for use in your area, please contact Area Welfare Administration at (801) 240-0450.

# Mentoring

## Interviewing techniques and example questions

### Evocative questions

Open-ended questions, what if questions, pros and cons, reflective questions

- What are your goals and values?
- What is keeping you from achieving your goals?
- What is your motivation for making changes? (desire)
- How might you go about it, in order to succeed? (ability)
- What are the three best reasons for you to do it? (reasons)
- How important is it for you to make this change? (need)
- So what do you think you'll do? (commitment)
- What are the pros and cons of staying the same/making the change?

### Elaborating

Asking details – use these questions when the individual starts to talk about change

- How do you see this happening?
- What have you changed in the past that you can relate to this issue?

### Looking back

Ask about a time before the current concern emerged

- How have things been better in the past?
- What past events can you recall when things were different?
- When was the last time this (behavior decision) worked for you?

### Looking forward

Ask about how the future is viewed

- What may happen if things continue as they are? (status quo)
- If you were 100% successful in making the changes you want, what would be different?
- How would you like your life to be in the future?
- What would you like your life to look like in six months? In a year? In five years?

### Additional questions

- On a scale of 1-10, how important is change? How committed are you?
  - On a scale of 1-10, how confident are you that you can change?
  - Explain why you are at \_\_\_ and not \_\_\_ (lower number)?
- What might happen if you moved from a \_\_\_ to a \_\_\_ (higher number)?
- What are the worst things that might happen if you don't make this change?
- What are the best things that might happen if you do make this change?

# Mentoring

## Guidelines and steps for helping an individual develop their own self-reliance plan

### Conduct an Assessment

- Have a meaningful discussion to assess the status with each of the following:
  - Physical Health / Education / Employment / Resource Management / Faith & Hope / Social & Emotional Strength / Preparedness (home storage, etc.)
- Guide the individual in prioritizing short-term and long-term needs
- Invite the individual to identify obstacles standing in the way of self-reliance
  - Discuss available resources that can help overcome these obstacles
  - Learn what resources they already know about, and what they have already tried

### Set Goals

- Ask open-ended questions about their desires and vision of the future – helping guide the individual to identify their goals (see “Interviewing techniques and example questions”)
  - You don’t have to like or agree with their goals
  - Remember that the initial goals may change as people become more self-reliant
- Avoid setting goals for them
- Provide assurance and support – empowering their belief that they can reach their goals

### Develop a Plan

- In order to help the individual develop their own self-reliance plan, ask questions to:
  - Encourage and help them set measurable goals
  - Outline the plan, with timelines and action steps
  - Determine what resources and who, in addition to the bishop, should be involved in this plan
  - Clarify what they have said in order to understand them correctly, and to help them learn to express themselves clearly (listen for “holes” in their story)
- Be careful that questions are not asked in a manner that leads to your perceived plan/solutions
  - Asking the right questions show that you are listening and that you care
- Invite the individual to develop and write down individual action steps as part of their overall self-reliance plan
  - Never address action steps as “requirements” – rather as “steps to move forward”
  - The plan should involve an element of serving others

### Notes

- Developing a genuine relationship with the individual is imperative since people mired in poverty are not likely to share personal things right away
- The individual’s perception of needs, resources and goals will likely be different than that of the mentor
  - Remember that this is the individual’s own self-reliance plan, and you should avoid the impulse to fix their problems and do things for them – progress will come as the individual feels empowered to solve his/her own problems
- The bishop should be aware of and appropriately involved in the individual’s plan

# UNDERSTANDING POVERTY CULTURE

## A Different Way of Thinking

People often have different values and priorities based on their life experiences and cultural backgrounds, including whether they were raised in poverty, in the middle class, or in wealthy homes. By understanding the different classes' ways of thinking about time, money, possessions, and so forth, mentors can more effectively help people overcome poverty.

## Examples of Class Differences\*

Culture of Generational Poverty	Middle-Class Culture	Wealthy Culture
The driving forces for decision making are survival, relationships, and entertainment.	The driving forces for decision making are work and achievement.	The driving forces for decision making are social, financial, and political connections.
Food is valued for its quantity.	Food is valued for its quality.	Food is valued for its presentation.
The most valued assets are people. If someone threatens your relationship with a friend or significant other, you will not maintain contact with that person.	The most valued assets are the things you collect. If someone threatens the material security of your property, your relationship with that person is often broken.	The most valued assets are legacies, one-of-a-kind objects, and pedigrees. If someone poses a threat to one of these, you will cut off contact.
Strong consideration is given to the present; planning for the future is difficult.	Strong consideration is given to planning for the future.	Strong consideration is given to tradition and history.

\*Material adapted from Ruby K. Payne, *A Framework for Understanding and Working with Students and Adults from Poverty* (1995)

## Case Situation

Your daughter comes home with an invitation to be a part of an after-school club. Joining the club would mean that she can't take the bus home from school, and you're not sure how you would get her home from school after the meetings since your spouse takes the car to work every day. It would also require you to pay \$30 for a T-shirt and national membership in the club, and money is really tight. If you come from a culture of poverty, you might not see value in the sacrifices necessary for her to be involved, especially if you expect that your daughter will just get married young and raise a family of her own. On the other hand, if you come from a middle-class culture and are experiencing only situational poverty, you would likely prioritize making sacrifices for your child's academic success. Middle- and upper-class parents tend to feel that their responsibility is to supply their children with the resources to be more financially successful than they themselves were.

To build a relationship with a person in poverty, a mentor from another class needs to learn the ways of thinking and the communication patterns that the individual uses in life. Likewise, someone who aims to get out of poverty needs to learn the ways of thinking and the communication patterns of the middle class. It is important to understand that helping the poor is as much about learning where an individual is coming from and how he or she perceives the world as it is about identifying the individual's needs and resources.

## Training Resources

As you develop training for mentors, these three resources may be helpful:

- Ruby K. Payne, *A Framework for Understanding Poverty* (2013)
- Ruby K. Payne, Philip E. DeVol, and Terie Dreussi Smith, *Bridges out of Poverty: Strategies for Professionals and Communities* (2009)
- Philip E. DeVol, *Getting Ahead in a Just-Gettin'-By World: Building Your Resources for a Better Life* (2004)

For more information, contact Area Welfare Administration at 1-801-240-0450.