MISSION
Increasing the human potential of our community by providing opportunities for people in need.

Increasing Income
Improving Housing
Increasing Education

Priority Strategic Goals & Action Steps

2014
2018
We want to better collaborate and communicate with partners.

To achieve this, we will:

A. Create opportunities to educate SNAP staff and partner agencies about each other’s capabilities.

B. Develop a community engagement plan.

Some of the actions we’ll take include:

1. Share information with 40 partners annually.

2. Featuring SNAP partner services, monthly in the staff communication.

3. Leading tours for media, board and partners.

4. Promoting an annual advocacy plan.

5. Interacting with partners via poverty simulations.
To ensure we achieve this goal, we’ll:

a. Use pre- and post-tests to ensure that partners and staff are better able to articulate understanding of SNAP.

b. Measure attendance at poverty simulations.

c. Connect with 6 elected officials each year and deliver the Stability Journal to share challenges about poverty.
We want to deliver core essential services

To achieve this, we will:
A. Provide staff with more SNAP service-oriented training, using team-building whenever possible.
B. Create and implement a coordinated client intake process.
C. Identify gaps in our ability to reach outcomes and create a plan to fill the gaps.

Some of the actions we’ll take include:
1. Appointing Resource Team members to Staff Council.
2. Inviting Resource Team to present at Supervisory Committee, annually.
3. Facilitating SNAP program tours for staff.
4. Announcing changes and SNAP service updates to staff.
5. Implementing integrated phone system (456-SNAP).
6. Piloting a cross-training program for intake.
7. Developing and implementing coordinated intake.
8. Evaluating supervisor-to-staff ratio.
9. Performing barrier/gap analysis to better reach overarching agency outcomes.
To ensure we achieve this goal, we’ll:

a. Use pre-and post-tests to gauge staff knowledgeable about current programs.

b. Use evaluation surveys to confirm that clients are connected to appropriate SNAP services, regardless of entry point.

c. Have a plan in place to resolve any identified gaps resulting from consolidating cores.
To achieve this, we will:
A. Measure client experience through regular feedback that incorporates quantitative and qualitative data.
B. Create and implement Story-Mapping to track client progress throughout the organization (if funding is secured).
C. Plan, implement and evaluate SNAP’s overarching outcomes toward increasing client results.

Some of the actions we’ll take include:
1. Developing electronic feedback options to understand client experience.
2. Creating partial standardization of client surveys to include quantitative and qualitative assessments.
3. Cultivating a funder for the story-mapping project.
4. Securing a consultant to develop the story-mapping concept.
5. Applying ROMA-cycle techniques to each overarching outcome. (Results-Oriented Management & Accountability)
6. Setting up process to recruit volunteers who can perform client survey follow-up.
To ensure we achieve this goal, we’ll:

a. Regularly evaluate client feedback to measure progress and customer service, through multiple collection mediums receiving at least 30 responses per quarter.

b. Help clients map a plan to achieve their goals (electronically or in one-on-one interviews).

c. Monitor to make sure agency clients' outcomes in income, housing and education improve annually over January 2014 levels.
To achieve this, we will:

A. Analyze client data and track trends for SNAP’s communication, program design needs and supports grants management.
B. Enhance agency web, telecommunications and technology for a better fit in the 21st century.
C. Increase capacity for proactive and responsive action by providing professional development and team-building for all staff.
D. Create an all-agency contingency plan.
E. Grow unrestricted funds.

Some of the actions we'll take include:

1. Interconnecting databases where possible.
2. Tracking collective long-term client trends to analyze results.
4. Consolidating and assessing servers, enhancing antivirus protection, establishing back-up printing plan for each office.
5. Integrating mobile devices, installing client videos in offices, developing long-range server replacement plan.
7. Training in cultural leadership development.
9. Conducting Staff training.
10. Providing multi-cultural training for staff to enhance communication.
11. Revising all-agency contingency plan.
12. Developing a cultivation and stewardship plan.
13. Implementing cultivation and stewardship plan.
14. Reaching 2014 goal of $550,000 in giving (increasing over time).
To ensure we achieve this goal, we’ll:

a. Analyze client data on an annual basis.

b. Measure resiliency in information technology management.

c. Prepare staff for leadership advancement by graduating 20 people from cultural leadership development.

d. Have a current all agency contingency plan.

e. Secure more unrestricted income than prior calendar year.

f. Cultivate 80 donors annually.
Respect
We believe in recognizing the dignity and inherent worth of all individuals.

Justice
We believe in advocating for what is fair, honorable and equitable.

Community
We believe that nurturing client-focused partnerships builds community.