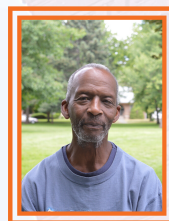


# 2019-2023 Strategic Plan



## MISSION:

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

## VISION:

A strong community where all people have the opportunity to strive toward their full potential.

**SNAP:**

**Live**

**Learn**

**Thrive**

*In 2018, SNAP conducted a Community Needs Assessment (CNA) to help guide our strategic vision for the future. The CNA, in addition to client, staff and board input, charted the direction of the following four Strategic Priority Initiatives:*



## Strategic Plan Initiative #1 : AFFORDABLE HOUSING



**Preserve and increase the supply of affordable housing.**

A key finding in SNAP's Community Needs Assessment, the need for safe and affordable housing, through a variety of approaches, including

low barrier housing is a recommended strategic plan initiative. In the spring of 2018, the SNAP Board chose the creation of senior and homeownership housing as areas of focus. "We want to preserve and increase the supply of affordable housing."

### **ACTION STEPS**

1. Develop and/or preserve affordable housing.
2. Increase our community's capacity to develop affordable housing.
3. Strengthen existing housing portfolio through enhanced asset management practices.
4. Pilot cross-core housing collaboration to support development and preservation of affordable housing.

## Strategic Plan Initiative #3 : FLEXIBLE FUNDING



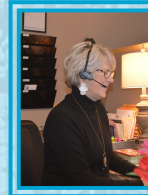
**Increase flexible agency revenue.**

In an era when many sources of nonprofit funding are growing more prescriptive, SNAP seeks to engage in a range of efforts to increase unrestricted revenue to aide in the fulfillment of our mission. "We want to increase flexible unrestricted agency revenue."

### **ACTION STEPS**

1. Secure non-governmental grants for programmatic and agency resiliency funds.
2. Research and create a mission-compatible social enterprise and/or invest in (take an ownership/equity position) eligible small business startups/expansions to generate flexible funding for the agency.
3. Increase agency financial reserve and agency endowment.

## Strategic Plan Initiative #2 : OPPORTUNITY TECHNOLOGY



**Reduce the digital divide by improving clients' access to services via technology.**

As technology continues to unfold, low income households face a growing digital divide. Seek new ways to bridge the digital divide by expanding access to services that promote client self-determination through technology. "We want to effectively utilize technology to improve client service and fulfill our mission."

### **ACTION STEPS**

1. Engage client consumer voice in technology development and deployment.
2. Provide clients and staff training to increase technology knowledge and access to services.
3. Create partnerships to enhance clients' ability to remotely access services.

## Strategic Plan Initiative #4 : DIVERSITY, EQUITY & INCLUSION



**Create diverse, equitable, and inclusive (DEI) agency programs and systems.**

As our community continues to evolve and become more diverse, SNAP's systems, policies, practices and workforce need to adapt in order to be responsive to community needs. "We want to become a more diverse and inclusive provider with systems and staff in place to respond to evolving community needs."

### **ACTION STEPS**

1. Create a SNAP DEI Champion Council (with client perspective) chaired with director-level authority, focused on guiding SNAP's DEI journey and fostering inclusive programs and systems.
2. Complete Global, Diversity, Inclusion Benchmark Assessment (GDIB).
3. Based on GDIB assessment, create and implement a DEI plan.