

# 2023 ANNUAL IMPACT REPORT

**SNAP continues to tackle** some of our county's most pressing issues that our clients face. With over thirty programs, aimed at helping people Live, Learn, and Thrive, we supported 53,329 neighbors last year. We can only do this with the help of amazing supporters and partners. This is OUR collective impact.

**LIVE.**  
**LEARN.**



**THRIVE.**



Many SNAP programs, like utility bill payment assistance and home weatherization, provide one-time support, so we are creating Vision Mapping, a program that will help clients create positive change in their lives through an ongoing relationship with SNAP. Vision Mapping gives clients the opportunity to define life goals, identify the action steps that will turn those goals into reality, and track their progress with user-friendly tech resources and consistent visits with SNAP's Peer Support Navigator. Vision Mapping will be rolling out in 2024.

Provided utility assistance to **2,454** households

Provided energy assistance to **23,144** households

Weatherized **358** units for energy efficiency

Served **53,329** people in 2023



Made **9,650** referrals to community resources



Provided affordable housing to **700** people

Saved **462** homes from foreclosure



Engaged people in **10,985** educational opportunities



Shared about SNAP with **8,060** people

Completed **388** home repairs and accessibility modifications



Helped start or expand **101** small businesses

**\*EDUCATION PROVIDED**



**\*BASIC NEEDS SECURE**



**\*VISION MAPPED**

**\*EQUIPPED TO EXIT POVERTY**

## THEORY OF CHANGE

At SNAP we are guided by a theory of change. This theory was developed in partnership with our Pacific Northwest Community Action Agency partners as a framework to help communicate the complexities of poverty.

The Theory of Change model takes into account the challenges of exiting poverty, and considers the journey that each individual or household might take to reach security or fully exit poverty. While 'Basic Needs Secure' requires all to have access to housing, warmth, and food and nutrition, some combination of the other factors will likely be needed for an individual to fully exit poverty. This experience will be different for each person, and there might be setbacks along the way. The path may be winding, like this maze. SNAP aims to walk beside clients on this journey, helping them to navigate pitfalls, improve skills, and find access to resources that might be outside of SNAP's traditional programs. We work with clients to help them determine their goals, find a path of progress, and support them along the way, knowing that our community will thrive if everyone can reach their true potential.

At the same time, for the Theory of Change to work for the community, we need help from Engaged Community Members to help with Shared Vision, Changed Practices, and appropriate and supportive Local Systems.



# SNAP and local partners set goals to address housing gaps and develop Eastern WA Impact Housing Fund

In 2023, SNAP began taking steps with local investment partners to address a critical housing gap: **Missing Middle Housing**. Historically, Missing Middle Housing (MMH) was a 'housing style' that met the growing demand for walkable urban living. It responded to an increased need for more **affordable housing** at different price points during the post-industrial revolution's rapid urbanization. Today we define MMH as a range of multi-unit or cluster housing types that provide **financially attainable housing** choices for families that straddle the 60-120% average area **median housing income**. This type of housing, from duplex to 16-unit structures, plays a crucial role in creating housing choice for families across Spokane and Eastern Washington.

Late last year, SNAP organized focus groups with investors and developers to discuss MMH and the

needs in Eastern Washington. This group aims to be the region's **missing middle catalyst**, so that our communities' housing stock meets its housing needs, in size, type, location, and affordability. There are also goals to include small development agencies and BIPOC developers in the planning and implementation phases to ensure that plans address the needs of our diverse communities and **developers of all sizes** can have ownership over the plans.

In 2024, we will continue to partner with local agencies to develop a framework for a predevelopment activity fund, and research and development fund that focuses specifically on funding additional missing middle housing in Spokane. We hope to attract additional investors and **secure \$10 million** in funding towards our initial housing efforts.

## My Energy Discount – WA: A New Energy Program designed to help more neighbors

In 2023, SNAP and Avista, the region's largest energy provider, rolled out an innovative new Energy Assistance program aimed at **lowering clients' spending** on energy costs. Recent legislative requirements provided additional incentive to unveil the program, **"My Energy Discount – WA."** This innovative program aims to get customer spending on their energy needs down to **6% of their total annual income**. This program is available to a greater

number of community residents, with discounts being offered to households at up to **200%** of Federal Poverty Level (FPL) or **80%** of Area Median Income (AMI). Enrollment in the program is required and valid for two to four years. This program has the potential to help many more in our region, so people are encouraged to apply if they think they qualify.

2023 FINANCIALS



**Total Expenses**  
\$40,425,308

**Community Action**  
\$18,280,186

**Housing Services**  
\$10,792,294

**Essential Connections**  
\$8,611,797

**Financial Stability**  
\$2,741,031



**Total Revenue**  
\$44,132,033

**Public Support & Private Donations**  
\$14,101,350

**Government Awards**  
\$23,537,899

**Client Fees & Matching Contributions**  
\$3,675,996

**Other** \$2,816,788



**Total Expenses**  
\$40,425,308

**Program Expenses**  
\$38,269,919

**Management & General Expenses**  
\$1,743,854

**Fundraising Expenses**  
\$411,535



**Assets**  
\$48,000,509

**Liabilities**  
\$21,252,259

**Net Assets**  
\$26,748,250

Financials are unaudited.

We are grateful for the members of our Board of Directors who served during the 2023 year.

## BOARD OF DIRECTORS

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I first engaged with SNAP at a committee level. This is a great committee and I enjoyed working with other experts to consider commercial loan applications submitted to the SNAP Financial Access SFA team. The group combined has over 250 years of lending experience, so it was a really great group of people to work with, and so many ideas went back and forth to help people make their borrowing experience possible and positive!

I have been on the Board of Directors since 2020, and I have a particular interest in financial stability. I'm impressed by how SNAP Financial Access gives people the tools to thrive in their economic lives with small business lending and coaching, financial literacy training, and homeownership services. I am honored to be part of how SNAP is serving our community.

**Marcia Dorwin,**  
SNAP Board of Directors (Secretary)  
SNAP Financial Access Board of Directors (President)



Thank you to all of those who supported SNAP during our Power of Connection and Dad's Day Dash! The Dad's Day Dash was made possible thanks to Presenting Sponsor, **JP Morgan Chase**. Power of Connection was made possible by our Presenting Sponsors, **Amazon, Avista, First Interstate Bank, and Inland Power and Light**.

## SNAP MISSION

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



SNAP is a 501(C)3 non-profit organization

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