

Oregon Supplemental Nutrition Assistance Program (SNAP) Outreach Strategic Plan

A New Direction for SNAP Outreach

**Oregon Department of Human Services, Supplemental Nutrition Assistance Program
in collaboration with Oregon Public Health Institute**

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ISSUE

Many Oregonians struggle to make ends meet including providing enough food to meet the nutritional needs of their families. The Supplemental Nutrition Assistance Program (SNAP) is a cornerstone of support for Oregonians struggling to feed their families and has implications for our State's economy as well. Since the fall of 2008, participation in SNAP has increased dramatically in Oregon as a result of the economic climate. This rapid growth has made it difficult to develop a comprehensive and coordinated approach to identify need and implement effective SNAP outreach.

Oregon is a national leader having received federal USDA bonus awards for high SNAP participation. However, despite collaborative outreach efforts by the State and contracted community partners, approximately 18-20% of income-eligible Oregonians are not participating in SNAP. It is unclear where all of the gaps in participation exist; how best to reach those populations not receiving benefits; and how to measure the quality and effectiveness of current and future outreach efforts to improve SNAP participation and visibility of the program.

CHARGE

The Oregon Department of Human Services (DHS), Supplemental Nutrition Assistance Program (SNAP) recognizes the need and values quality improvement, particularly in a program such as SNAP that has such a broad impact on the health, well-being, and economic stability of Oregon communities. To this end, DHS recognizes the need for a comprehensive and coordinated approach to conducting SNAP outreach in order make the most impact with resources available. DHS has made it a priority to create a strategic plan for SNAP outreach by contracting with Oregon Public Health Institute (OPHI) to help facilitate the process.

Oregon Public Health Institute (OPHI) is dedicated to improving the health of Oregonians through advocacy and support of effective public health policy and collaborative activities. OPHI has a history of working with DHS. In 2009, OPHI convened stakeholders and experts from the different disciplines of food security, nutrition, health, and public health to discuss how best to optimize SNAP dollars for health via a roundtable proceedings process.

Through the year-long SNAP and Health Roundtable project, OPHI worked with DHS and many other organizations and groups interested in the impact of SNAP on Oregonian's health. The Roundtable culminated with six broad recommendations, one of which outlines the group's directive to improve SNAP outreach efforts throughout Oregon. The recommendation related to improving SNAP outreach is outlined below:

- **Develop SNAP outreach policies and programs so that individuals of Oregon receive consistent and coordinated messages about SNAP benefits as a vehicle to promote good nutrition and health.**

THEMES

1. Hunger prevention
2. Nutrition & health improvement focus
3. Identification of niche populations
4. Development and use of innovative methods of outreach
5. Implementation and monitoring of quality outreach
6. Creation of a sustainable outreach model

Rationale: To promote SNAP utilization and inform the eligible population of the secondary benefits of program participation and promote good nutrition and health.

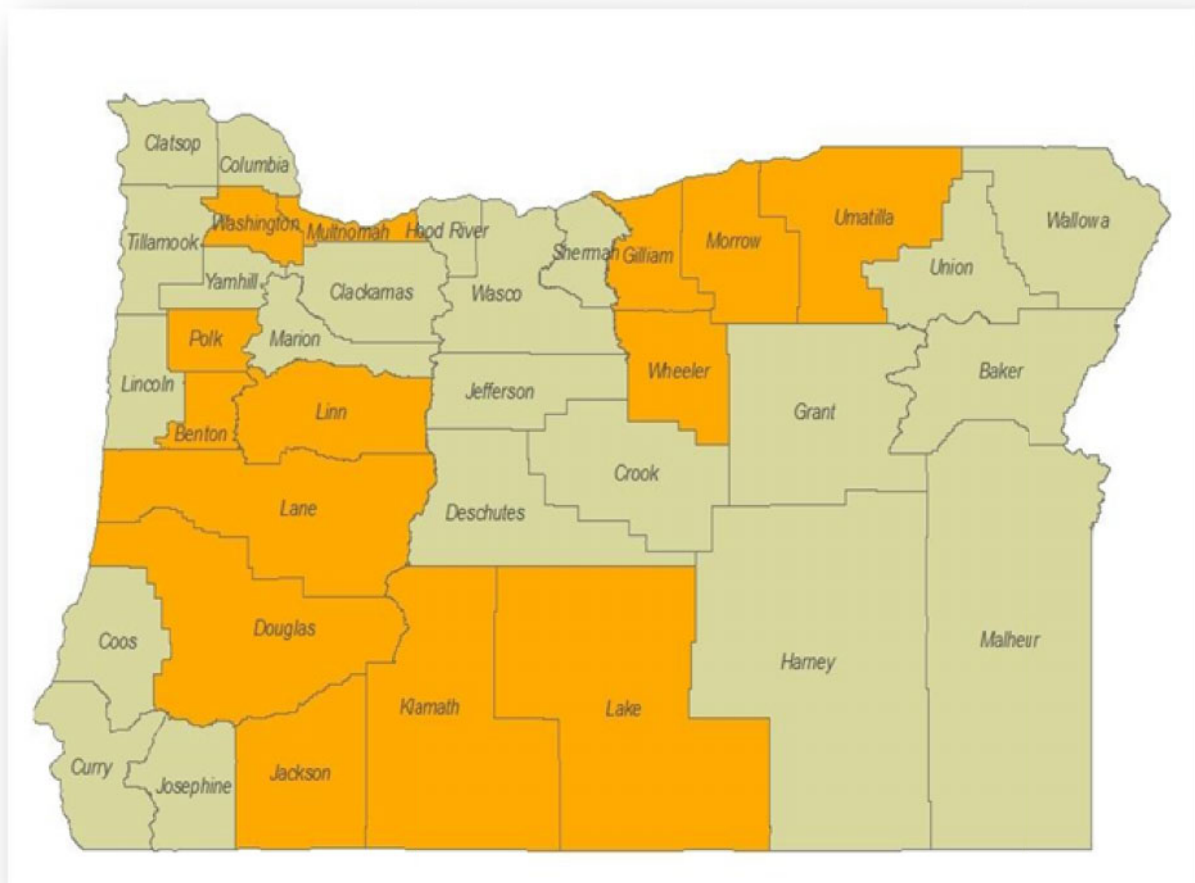
At the outset of the strategic planning process, OPHI worked with DHS to identify *six themes* to frame this new initiative for SNAP outreach and to guide the planning process.

SNAP OUTREACH IN OREGON – THE LANDSCAPE

The USDA, Food & Nutrition Services (FNS) provides outreach plan guidance and resources in the form of plan templates, toolkits, and technical assistance. State SNAP agencies can receive reimbursement for approximately 50 percent of their administrative costs for SNAP outreach to low-income people. FNS allows that community-based organizations may serve as outreach contractors under the state outreach plan. The State may conduct the work “in-house,” or combine efforts to accomplish more broad and coordinated reach to eligible participants. A state also has the option of enhancing the state outreach plan and template to fit each state's or community's particular needs for outreach.

SNAP outreach in Oregon is managed centrally by the SNAP program unit. The State accepts applications/proposals from potential partners to perform SNAP outreach on an open/rolling basis throughout the calendar year. The process to apply for outreach funding is non-competitive and requires the completion of a template/application that is submitted to the USDA as part of the overall State outreach plan. Staff in the central office offers support and technical assistance to outreach partners interested in contracting to conduct SNAP outreach. The information that is required as part of the template is as follows: project goal, start/end date, description of activity, name and role of partner, evaluation of activities, and budget details. Appendix A. shows currently contracted SNAP outreach partner organizations (2010), the target populations, geographic coverage and types of outreach activities each organization is providing.

Map 1, below displays the current SNAP outreach coverage by county. Those counties shaded orange are counties in which SNAP outreach is being conducted through various DHS contracted partners. Remaining counties do not have contracted outreach efforts so essentially rely on local branch efforts and word of mouth awareness.



Three of the current contracted outreach partners are unique in the type of outreach provided, the coverage area, and/or other services they offer.

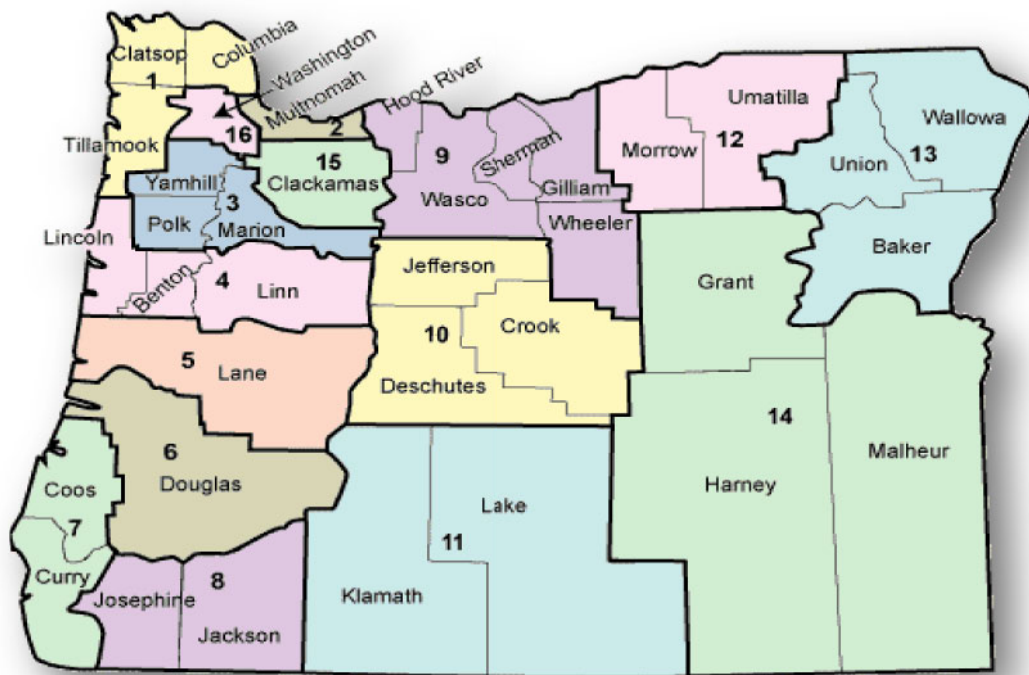
Partners for a Hunger-Free Oregon (PHFO) works with local communities and statewide leaders to identify barriers to SNAP participation and provides outreach resources and technical assistance to other service organizations. Much of this work is accomplished by PHFO's outreach coordinators who travel across the state helping local partners provide SNAP information to Oregon communities who need support. In addition PHFO collaborates with DHS to lead the SNAP Steering Committee and develop and distribute outreach materials. PHFO has a strong focus on outreach to the senior population. Of particular interest to the strategic planning process, PHFO publishes Oregon SNAP Participation Program Data Reports annually which display participation at the county level. The most recent report is available at the PHFO website <http://www.oregonhunger.org/help-increase-snap-participation>. In addition, PHFO conducted a county hunger assessment project during the summer 2010 and released a report that outlines county hunger profiles in Oregon, with a focus on a subset of the highest need rural counties. To read the report, visit the PHFO website <http://www.oregonhunger.org/rural-snap-fact-sheets>.

Oregon State University – Extension (OSU) is the current and sole contractor in Oregon to provide community-based nutrition education to limited-income Oregonians. OSU Extension offers nutrition education classes in all 36 counties. Community partnerships with a variety of local and state organizations are a key component of OSU-Extension's nutrition education program. This year, for the first time, OSU has also contracted with DHS to conduct SNAP outreach in four counties.

Lastly, Oregon Safenet/211info, connects the people of Oregon and Southwest Washington with the community resources they need including SNAP. 211info staff answers inbound calls from residents and service providers statewide about SNAP access and eligibility, directing them to their local offices when appropriate.

Local/regional DHS offices including: Self Sufficiency, Seniors and People with Disabilities and Area Agencies on Aging partner with SNAP outreach contractors to ensure access to SNAP eligibility services. There are 16 DHS-designated regions that encompass each of Oregon's 36 counties.

Map 2, below displays all 36 Oregon counties, color-coded and numbered by DHS region (1-16).



Based on current outreach efforts via contracted community partners, DHS initially identified the following gaps:

- 26 counties are not specifically targeted through contracted community partners
Seniors in all counties except Washington and Jackson County
- Seniors in all counties except Washington and Jackson County
- Hispanic populations outside of Jackson, Lane, Linn, Yamhill, Benton, and Polk counties
- Other culturally specific outreach.

OTHER SUPPORT FOR OREGON SNAP OUTREACH

There are other organizations conducting SNAP outreach independent from DHS or otherwise providing services to the same population of eligible SNAP participants. These organizations include the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), Oregon Department of Education (ODE), Child Nutrition Program (CNP), the Oregon Food Bank, and local county health departments.

SNAP & WIC are currently collaborating on developing a cross referral system, so that eligible Oregonians can benefit from both programs. WIC is administered in each Oregon County via the local county health department. Similarly, SNAP and the Child Nutrition Program (CNP) directly certify children receiving SNAP benefits for the school lunch program.

The Oregon Food Bank (OFB) distributes emergency food and provides education, outreach, and advocates to address the root causes of hunger through a cooperative, statewide network of partner agencies and programs throughout Oregon and Clark County, Washington. Through the OFB network local programs provide food directly to people who are hungry and would likely qualify for SNAP or other nutrition assistance programs.

PROCESS

OPHI in collaboration with DHS SNAP applied a public health strategic planning framework, VMOSA (Vision, Mission, Objectives, Strategies and Action Plan) to guide the strategic planning process which included:

- Compiling and analyzing both internal and external data, including conducting a needs assessment (see Appendix B.) of current SNAP outreach efforts
- Convening and seeking input from a work group of current and potential SNAP outreach partners about the strategic planning process and development of recommendations
- Developing strategic objectives for improvement to Oregon SNAP outreach centered around the six DHS-identified themes.

OPHI and DHS staff held monthly planning meetings to set the course for the strategic plan, interpret data, and develop agendas and relevant activities for the outreach partner meetings. In addition, two strategic planning meetings involving the SNAP outreach partners and DHS staff were convened. These two meetings were aimed at engaging the partners in the strategic planning process and prompting them to contribute their local experience and knowledge to broader SNAP outreach goals for Oregon. Meeting summaries are included in the appendix section of this report (Appendix C.). A smaller group of outreach partners reviewed and contributed to this strategic plan report and provided specific feedback to the recommended objectives that follow.

Vision: SNAP: Spread the word – healthy food is within reach

Mission: To inform Oregonians about the positive impacts of SNAP and improve access through a network of strong community partnerships

RECOMMENDED OBJECTIVES

The initial recommended objectives in this report are intended to inform Oregon's state outreach plan for 2011 and will require continuous work to produce more specific strategies and an action plan for each year. Implementation of identified strategies will require that DHS continue to collaborate with community partners and align agency-wide priorities and available resources to support quality improvement to SNAP outreach.

HUNGER PREVENTION

1. Objective: Expand and improve SNAP outreach strategies to underserved populations and geographic areas where hunger is prevalent by utilizing existing data and expertise to identify food insecurity and hunger in Oregon communities.

- **Rationale:** To increase awareness of the issue of hunger/insecurity in Oregon and provide food insecure communities with information and support about the benefits SNAP.
- **Action ideas:** Align SNAP outreach strategies with available data and comprehensive hunger prevention goals for the State as outlined in the *Ending Hunger Before it Begins (Appendix D.) report produced by Partners for a Hunger Free Oregon (PHFO)*, specifically goals 2 "Cultivate a strong regional food system in Oregon" & 3 "Improve the food assistance safety net." There are several sources for identifying populations and areas of hunger/food insecurity in Oregon including:
 - Partners for a Hunger Free Oregon participation data by county
 - Oregon State University, Extension SNAP-Education service areas and populations
 - Oregon State University, Rural Studies Program research on groups that are vulnerable hunger and food insecurity in Oregon
 - WIC participation data
 - Oregon Department of Education, Child Nutrition Program (CNP) - to include Free and Reduced School Lunch and Summer Food participation data
 - Oregon Food Bank service areas

NUTRITION & HEALTH IMPROVEMENT FOCUS

2. Objective: Integrate into State outreach plan SNAP outreach strategies and messaging that both impact populations with food-related health issues AND communicate the potential for good nutrition and health improvement.

- **Rationale:** To assure that SNAP outreach is appropriately targeted at communities based on health status AND to expand SNAP outreach services to include consistent, coordinated, and evidence based nutrition and health messaging.
- **Action ideas:** Utilize food-related health data available via Oregon Public Health Division and local county health departments that could help identify which populations to target based on health status. Develop and implement use of outreach messaging that has nutrition and health focus. Utilize available state or federal resources to produce media campaigns or public service announcements (PSAs) that highlight the nutrition and health benefits of SNAP. Some examples include:
 - OSU Extension, Nutrition Education Program (NEP) social marketing resources
 - USDA, FNS, Outreach National Media Campaign, TV, radio, and in-store public service announcements and media messages

IDENTIFICATION OF NICHE POPULATIONS

3. Objective: Utilize state-level data, local partner expertise, as well as national trends and guidance to identify specific populations of need within each county or DHS region to target for outreach.

- **Rationale:** To assure that all Oregonians, particularly the 18-20% of eligible non-participants, are provided with information and support about the benefits of SNAP.
- **Action ideas:** Systematically identify populations and areas of need as well as partner agencies in each county or region with which to collaborate in providing appropriate and effective SNAP outreach. This can be accomplished by collecting and analyzing both qualitative and quantitative data to include:
 - Identify “high” and “low” participating counties and;
 - Collaborate with local agencies and groups in target areas to conduct in-depth interviews, focus groups, and/or surveys about SNAP participation.

DEVELOPMENT AND USE OF INNOVATIVE METHODS OF OUTREACH

4. Objective: Non-traditional outreach efforts should be identified and implemented based on local community needs and other national examples.

- **Rationale:** To maximize the reach of SNAP information and support via the most effective and efficient channels to identified target and niche populations.
- **Action ideas:** Systematically compile, share, and encourage use of innovative best practices in SNAP outreach appropriate to each community. Innovative methods of outreach can be drawn from local Oregon partners, other states, as well as from FNS resources. See *Appendix F* for local and national promising practices.

IMPLEMENTATION AND MONITORING OF QUALITY OUTREACH

5. Objective: Refine the structure for soliciting and partnering with community partners from each county or region in Oregon to enhance the application, reporting, and evaluation process for SNAP outreach.

- **Rationale:** To assure that all eligible Oregonians receive information and support about the benefits of SNAP through quality, innovative outreach methods.
- **Action ideas:** Work with current outreach contractors who have state-wide service areas to expand their reach, ensure that regional DHS SSP offices serve as local hubs for SNAP outreach, and identify and contract with other state-wide organizations not currently conducting SNAP outreach, but who serve the same low-income population. Enhance the SNAP outreach proposal submission process to include monitoring of newly identified strategies from this report.

CREATION OF A SUSTAINABLE OUTREACH MODEL

6. Objective: The new SNAP outreach plan should serve as a structure and roadmap that promotes full statewide SNAP participation and evaluates regularly for continuous quality improvement (CQI) in outreach.

- **Rationale:** To ensure SNAP outreach is conducted in a systematic and collaborative format consistent with the State's and local community's needs.
- **Action ideas:** Provide support for either internal DHS staffing or external partners to implement the recommended improvement measures in this strategic plan, including priority setting, feasibility testing, evaluation, and management of the improvement process.

For more information about Oregon's Supplemental Nutrition Assistance Program (SNAP) contact Program Manager, Belit Stockfleth at 503.947.5389 or belit.stockfleth@state.or.us or Policy Analyst, Dawn Myers at 503.945.7018 or dawn.myers@state.or.us.

For more information about the strategic planning process or Oregon Public Health Institute contact Project Manager, Rachel Burdon at 503.227.5502 x 225 or rachel@orphi.org.

APPENDIX

Appendix A. 2010 Oregon SNAP Outreach Partners Coverage & Activities

Appendix B. Oregon SNAP Outreach Needs Assessment Results Summary

Appendix C. SNAP Outreach Meeting Summaries

Appendix D. PHFO Ending Hunger before it Begins Report Goals

Appendix E. Local & National Promising Practices

APPENDIX A. 2010 OREGON SNAP OUTREACH PARTNERS COVERAGE & ACTIVITIES

Contracted partner	Geographic coverage (counties)	Target population(s)	Type of outreach activities
Partner for a Hunger Free Oregon (PHFO)	Multnomah, Washington, Statewide (for some activities)	Senior, families with children, rural populations	Provision of SNAP information in person and via website, application assistance; state-wide outreach capacity building, SNAP outreach meeting facilitation, SNAP advocacy, networking, data collection
Safenet/211 Info	Statewide	General public (calling in)	Provision of SNAP info via telephone and website; outreach data collection
Oregon State University	Linn, Benton, Polk, Yamhill	Students, Spanish-speaking families	Provision of SNAP information in person; application assistance; referrals to DHS for eligibility screening
La Clinica del Valle	Jackson	Hispanic families	Provision of SNAP information in person and via website; referrals to DHS for eligibility screening
Relief Nursery	Lane	Families in crisis	Provision of SNAP information in person; referrals to DHS for eligibility screening
Battered Person's Advocacy	Klamath, Lake	Victims of domestic violence	Provision of SNAP information via telephone and in person; referrals to DHS eligibility
Kids Unlimited	Jackson	Families with children	Provision of SNAP information in person; referrals to DHS for eligibility screening
Catholic Charities	Multnomah	Hispanic families	Provision of SNAP information in person; application assistance; referrals to DHS for eligibility screening
Family Tree Relief Nursery	Linn	Families in crisis	Provision of SNAP information in person; referrals to DHS for eligibility screening
Centro Latino Americano	Lane	Hispanic Families	Provision of SNAP information in person; referrals to DHS for eligibility screening

APPENDIX B. OREGON SNAP OUTREACH NEEDS ASSESSMENT

Oregon SNAP Outreach Needs Assessment

**adapted from the USDA SNAP State Outreach toolkit, Putting Healthy Food Within Reach; section C, Cultural Competency: A Dash of Diversity, a medley of Outreach Ideas*

Questions to Get the Ball Rolling on a Needs Assessment

1. Are you currently doing outreach for SNAP? ☐Yes ☐No

If yes, how is it going?

☐Great, no needs at this time

☐We need assistance with:

☐Identifying a target population

☐Reaching our target population

☐Evaluating to determine if we are reaching our target population

Comments:

2. Where does the majority of the target population live in your service area? Are they clustered in one area or spread out?

3. Do you know of other groups or organizations that are already successfully working with the population you want to target or are currently trying to access? These may be organizations that are reaching the population for reasons unrelated to SNAP. Could you develop partnerships with these organizations?

4. Are there existing community events, activities, or venues that attract the population you're interested in targeting? What events, activities, or venues are popular with your target group?

5. What are the barriers in your community that prevent individuals from participating in SNAP?

- ☐ language (specify: _____)
- ☐ cultural issues (specify: _____)
- ☐ lack of public transportation to SNAP offices
- ☐ lack of public transportation to grocery stores
- ☐ other transportation issues (specify: _____)
- ☐ not enough SNAP offices, or insufficient staff to meet the need in our community
- ☐ not enough grocers, markets or other food access points that our target population uses accept SNAP
- ☐ negative image of SNAP (give examples: _____)

Comments:

6. Which media and other community channels would be most effective to spread information about SNAP? Are their media outlets that the target group uses or prefers?

- ☐ community newspaper
- ☐ population-specific newspaper (i.e., Spanish language newspaper)
- ☐ local radio stations
- ☐ local TV networks
- ☐ internet-based channels (websites)
- ☐ common gathering places to distribute information (schools, clinics, stores, businesses)

Comments:

7. Any other ideas about how to increase SNAP participation in your community?

Oregon SNAP Outreach Needs Assessment Results Summary

Organizations represented at meeting today – 13
Completed needs assessment – 12
Current DHS-contracted partners doing SNAP outreach – 7
Currently doing SNAP outreach - 10
SNAP Outreach stakeholder list – 15

General needs for improved outreach

For those groups currently doing SNAP outreach, 6 identified no specific needs for improvement; 2 identified a need for reaching their target population; and 4 identified a need to evaluate whether they are reaching their target population.

Target population (*who & where*)

Oregonians being served by current outreach efforts are described in the following way:

Who	Where
<ul style="list-style-type: none">• Those seeking emergency food• Seniors• People with disabilities• Urban and rural Oregonians• “People in need”• Low-income Oregonians• Hispanic families• Students• All Oregonians	<ul style="list-style-type: none">• Portland Metro area• Multnomah/Clackamas/Washington• Linn/Benton/Polk/Yamhill/Lane• Roseburg• Neighborhoods served by Title I schools• Various areas of need in “community• Statewide

Potential partnerships for outreach

The group identified other organizations with which to partner in order to do outreach to Oregonians in general, as well as to seniors and Hispanic families specifically.

Hispanic families: Farm worker housing development corporation, health clinics, cultural events, volunteer community members

Seniors: senior centers, meal sites, AARP, Elders in Action, health centers and hospitals

General: SSP and SPD offices, housing authority, food banks and other emergency food assistance, tax assistance organizations, health clinics, churches, local businesses

Community events, activities, venues

- | | |
|--|--|
| <ul style="list-style-type: none">• Health fairs• Job and resource fairs• Parenting classes• Holiday and cultural events and festivals• Public libraries - literacy events• Schools• Farmers markets | <ul style="list-style-type: none">• Tax aide events• State and county fairs• Community & senior centers• Meal sites• Sports clubs/events• Social service office – WIC, SSP, SPD |
|--|--|

Community barriers

Language (8/12): There is a need to communicate SNAP information in the field and in the State office in Spanish, Vietnamese, Russian, Mandarin (some issues with indigenous central American and Mexican languages).

Cultural (5/12): There are issues with other cultural groups about basic SNAP information, as well as asking for help from government, and what may happen if receiving assistance.

Transportation (6/12): There are issues with public and individual transportation to and from food access points, DHS offices that are particular to families with children and single parents

DHS SNAP offices (4/12): There are issues with lack of “field” workers and difficulty getting through to local offices (telephone)

Food access (1/12): There are issues with food deserts both rural and urban

Negative image of SNAP (5/12): There are beliefs that SNAP is “welfare;” someone else needs it more; it’s a misuse of public funds; difficult to obtain; doesn’t offer enough benefit to be worth it; and that navigating the system is sometimes a bad experience

Other: Partners who do outreach can create a climate of trust to allay many of these barriers.

Media channels

Most groups are using information tabling, pamphlets, etc to reach target population, but thought the following methods would be effective:

- Newspapers
- Radio
- Television
- Internet
- Other social media communications: Twitter, Facebook, texting, etc.

Other ideas about how to increase SNAP participation

Social marketing strategies: campaigns, billboards, radio & television public service announcements; bus panels

Networking with other organizations doing outreach

Increased collaboration with DHS and outreach partners (potential and actual)

Partnering with faith-based organizations, farmers market associations, hospitals or medical systems

Cultural competence training for all outreach (internal & external to DHS)

APPENDIX C. SNAP OUTREACH MEETING SUMMARIES

OREGON SNAP OUTREACH STRATEGIC PLANNING - Monday August 16th, 2010

Meeting Summary

Organizations represented: Oregon Department of Human Services Self-Sufficiency Programs SNAP, Oregon Department of Human Services Seniors and People with Disabilities, Partners for a Hunger Free Oregon, Catholic Charities – El Program Hispano, Oregon State University Extension, Oregon Food Bank, 211 Info, Relief Nursery Inc., Kids Unlimited, Family Tree Relief Nursery, Oregon WIC. *Facilitated by:* Community Health Partnership: Oregon Public Health Institute

As part of the strategic planning process, the Department of Human Services, Office of Self-Sufficiency Programs is shifting the direction of SNAP outreach in Oregon by focusing on the following **themes**:

- *Hunger prevention:* SNAP outreach strategies would be aligned with comprehensive hunger prevention goals (2 & 3) as outlined in the Ending Hunger Before it Begins report.
- *Nutrition and health improvement:* SNAP outreach messages would inform Oregonians about the potential for good nutrition and health improvement.
- *Identification of niche populations:* Populations of need would be targeted for outreach based on both state-level data and local partner expertise.
- *Development and use of innovative methods of outreach:* Non-traditional outreach efforts would be identified and implemented based on local and national examples.
- *Implementation and monitoring of quality outreach:* SNAP outreach would be conducted and measured against identified best practices in outreach.
- *Creation of a sustainable outreach model:* The new SNAP outreach model would allow for full statewide participation by with local partners.

We also introduced a framework and tool with which to collaboratively develop a strategic plan for SNAP outreach in Oregon:

- **V**ision: A statement of the “dream” or ideal conditions; broad, inclusive and easy to communicate
- **M**ission: A statement of the “what & why” referring to a goal or problem; concise, concrete and action-oriented
- **O**bjectives: They address “how much of what will be accomplished by when;” specific, measurable, and linked to mission
- **S**trategies: How the initiative will reach its objectives; outline of the broad range of activities that include people and groups necessary to reach goal
- **A**ction Plan: A detailed description of exactly how strategies will be implemented

Each participating group produced a similar and very creative set of ideas (in picture form) to contribute to the **vision** for SNAP outreach in Oregon. These ideas are outlined by theme below:

- **Partnership:** Connecting food – farmer – SNAP – community partners through a cooperative effort using diverse and innovative ideas from around the state will create a strong network of SNAP outreach efforts/partners.
- **Oregon's bounty:** Supporting local food and resources in Oregon will contribute to provision of quality outreach efforts.
- **Structured support:** The tree, table and basket all represent the needed structure to support coordinated and strong SNAP outreach in Oregon.

Some group participants indicated that they tried, but were unsure how to represent or address *health* in the visioning exercise.

The small group work related to the **mission** for Oregon SNAP outreach yielded more potential mission statements in addition to what DHS has already suggested. Some new possible mission statements could be:

- Through a network of strong community partnerships, provide Oregonians with information on health and nutrition and assist eligible Oregonians to apply for SNAP benefits
- Connect the people of Oregon with SNAP information and support to access services
- To increase SNAP participation and reduce hunger by broadcasting the availability and positive impacts of the program while improving access to benefits through community partnerships

We reviewed the needs assessments that were completed by most of the participants currently doing SNAP outreach in Oregon. The needs assessment results helped to paint a picture of the SNAP outreach landscape in Oregon.

Using the 4-P social marketing model we formed 4 groups to begin writing SMART+C **objectives** for SNAP outreach in Oregon. Each group wrote 1-2 sample objectives related to *Price* (cost/benefit of SNAP participation), *Place* (best venue to receive SNAP message), *Promotion* (how we promote SNAP), or *Product* (SNAP benefits and services) based on the group's discussion about what each "P" represented in relation to SNAP outreach. There were requests for more information and data to write specific and measurable objectives. The sample objectives are outlined below:

- (Price) *Increase bi-lingual/bi-cultural outreach by 10%*
- (Place) *Identify potential community-based partners in areas where there is low SNAP participation*
- (Promotion) *Promote SNAP to seniors with a goal of increasing participation by xx% before xx date*
- (Product) *Within the next 12 months 50% of Oregon communities have human interest stories focusing on non-food benefits of SNAP*

Meeting evaluation: The group agreed that the meeting facilities, location, lunch and facilitation were positive and also thought that representation from SNAP outreach partners was good, but requested a listing of invitees. Some in the group recognized the need for more representation from parts of Oregon under-represented by SNAP outreach partners ("outreach deserts"). Some of the group also requested more time to network and learn what other outreach partners are doing.

Next Steps: The next strategic planning meeting will be held on Monday September 20th in Eugene, Oregon – location TBA. The agenda for the next meeting will include selection of a vision and mission for Oregon SNAP outreach, review of specific State and local data to assist groups in writing objectives and identifying strategies for SNAP outreach in Oregon.

APPENDIX D. SNAP OUTREACH MEETING SUMMARIES

OREGON SNAP OUTREACH STRATEGIC PLANNING Monday September 20th, 2010

Meeting Summary

Organizations represented: Oregon Department of Human Services Self-Sufficiency Programs, SNAP; Oregon Department of Human Services, Seniors and People with Disabilities; Partners for a Hunger Free Oregon; Catholic Charities – El Program Hispano; Oregon State University Extension; Oregon Food Bank; Kids Unlimited; Oregon WIC. *Facilitated by:* Community Health Partnership; Oregon Public Health Institute

The group revised further the vision and mission statements for SNAP outreach in Oregon and prioritized the following to guide the strategic planning process:

Vision: SNAP: Spread the word – healthy food is within reach

Mission: To inform Oregonians about the positive impacts of SNAP and improve access through a network of strong community partnerships

Data Presented

Partners for a Hunger Free Oregon (PHFO) shared information with the group about two of PHFO's current projects relevant to the SNAP outreach strategic planning process. PHFO is currently gathering information to develop Oregon county profiles that will include demographic, food and other commerce resources, as well as self-sufficiency services. Additional information being collected in select rural counties includes barriers to SNAP application and usage, examples of SNAP outreach and suggestions for SNAP messaging, methods, and community partnership opportunities.

In addition, PHFO also shared preliminary data that shows SNAP participation rate by Oregon county. PHFO is working with a data analyst at Neighborhood Partnerships to calculate this SNAP participation rate, among other data points, using DHS monthly participant numbers and American Community Survey federal poverty level data (Oregonians below 150% FPL).

Department of Human Services (DHS), SNAP staff shared a variety of both SNAP recipient and case level data including: SNAP recipients by age and gender and those receiving medical and SPD services; SNAP cases by household size and by residential zip code. DHS also presented a summary of federal and state requirements as well as “promising practices” that some outreach partners in Oregon are pursuing.

Making meaning of data

After review and discussion of the data presented by DHS and PHFO, workgroups were able to address the following:

- *Target counties or geographic areas:* Coos, Curry, Josephine, Jefferson, Columbia, Benton, Washington, Gilliam, Grant
- *Target populations:* students, Latinos, working families, seniors, families on WIC/OHP, rural areas, clustered zip codes

- *Rationale for selecting targets:* lack of outreach contractors, “need,” adjoining counties, anecdotal feedback from clients and providers, similar income demographics, federal data showing under-participation
- *Need for additional information:* local (county or other) information about barriers to participation and resources available, process for referrals in different counties/areas, snapshots of county demographic and other county level data, ethnicity or language data by county/area, “layering” of current available info
- *Methods for collecting data/information:* focus groups, key informant interviews, mapping with overlay of multiple indicators

Objectives

The group was able to translate some of the discussion ideas into broad objectives for the strategic planning process.

- Define, identify and examine “high” participating counties
- Identify and examine reasons for low participation through focus groups in Benton, Curry, Gilliam and Grant counties by spring of 2011.
- Identify how current SNAP participants found out about SNAP when they come in to their 1st appointment by having them fill out a survey

Meeting evaluation: The group agreed that the meeting facilities, location, timing and facilitation were positive. The presentation of data from both DHS, SNAP and PHFO was appreciated and allowed workgroups to identify some meaningful and broad objectives to contribute to the SNAP outreach strategic plan as well as provided some information for each partner to potentially use in their own SNAP outreach work. All meeting participants were interested and willing to continue participation in the strategic planning process.

Next Steps: The SNAP outreach strategic planning committee will meet to discuss next steps and how to best involve current and potential outreach partners as the strategic plan is further developed. The strategic planning process may involve another convening of outreach partners and if so, the meeting would be held in the Portland metro or Salem area.

3 Goals for a Hunger-Free Oregon

GOAL 1 Increase economic stability for people, communities, and the state.

Years 1 and 2 Priority Strategies

- Expand the Earned Income Tax Credit to 18% so workers earning below the poverty level can afford food and other necessities.
- Restore a short-term bridge loan program for people with disabilities (General Assistance).
- Repeal the Oregon kicker law and invest additional dollars in a rainy day fund.
- Expand the Employment Related Day Care program to reach more families.
- Restore funding for TANF and increase income eligibility and benefit levels.
- Create a Paid Family Leave insurance program so workers can care for family members when they are ill.
- Expand housing options for homeless families and individuals.

GOAL 2 Cultivate a strong regional food system in Oregon.

Years 1 and 2 Priority Strategies

- Conduct a community food assessment in each region of the state.
- Increase funds for the Farm Direct Voucher program for seniors and Women, Infants and Children (WIC) participants.
- Establish a State Food Policy Council.
- Increase investments in farm to cafeteria and school garden initiatives.
- Assess and improve the viability and healthy food choices in small rural grocery stores.

GOAL 3 Improve the food assistance safety net.

Years 1 and 2 Priority Strategies

- Increase participation in SNAP* among underserved Oregonians.
- Expand the Commodity Supplemental Food Program to reach more seniors.
- Strengthen the capacity of Oregon Food Bank's Statewide Network to reach underserved people.
- Fully fund 211info, Oregon's information and referral hotline for human services.
- Institute universal free meals for all children in K-12 schools.
- Create a federal match for outreach efforts to expand participation in programs such as summer food and after school meals.

*SNAP – Supplemental Nutrition Assistance Program – formerly called the Food Stamp Program

APPENDIX E. LOCAL & NATIONAL PROMISING PRACTICES

(Some examples are funded by SNAP outreach dollars and some are not)

Brief Description of promising practice or activity	Location	Responsible group or agency
<ul style="list-style-type: none"> • Compiling data on application outcomes for individuals assisted with SNAP applications process 	Multnomah County, Oregon	<ul style="list-style-type: none"> • Catholic Charities
<ul style="list-style-type: none"> • Qualitative assessment of Oregon counties to develop county hunger profiles and identify need for outreach 	Oregon (state-wide)	<ul style="list-style-type: none"> • Partners for a Hunger-free Oregon
<ul style="list-style-type: none"> • Two different retail/grocery store chains independently and in partnership with anti-hunger organizations identified underserved areas and conducted outreach and eligibility screening in stores • Provision SNAP information and establishment of wireless point of sale (POS) terminals for SNAP electronic benefit transactions (EBT) at farmer's markets in under-served areas 	Pennsylvania	<ul style="list-style-type: none"> • Pathmark Grocery Stores, Save-A- Lot Grocery Stores • The Commonwealth, The Food Trust, Just Harvest
<ul style="list-style-type: none"> • SNAP outreach is conducted state-wide by a contractor– the Nutrition Consortium or New York State via the Nutrition Outreach and Education Program (NOEP). NOEP employs a community-based model with selected sub-contractors and rely heavily on media outreach campaigns that can be adapted locally. • Korean Grocers Association as outreach partner publishes and distributes SNAP information in Korean 	New York	<ul style="list-style-type: none"> • Nutrition Consortium of New York, Nutrition Outreach and Education Program • Korean Grocer's Association

<ul style="list-style-type: none"> • Creation and support of SNAP outreach networks state-wide • Delivery of a targeted media campaigns through transit advertisement, media spots on TV, radio, and newspapers – messaging SNAP benefits as a nutrition and health solution 	California	<ul style="list-style-type: none"> • FNS Western Regional Office, Community Food Bank of Fresno, Foodlink for Tulare County, Congressional Hunger Center; Santa Cruz and San Benito Counties Food Bank
<ul style="list-style-type: none"> • Design and distribution of a participation assessment worksheet to each local county SNAP office in order to identify potential barriers to access and participation as well as to note current activities and best practices for SNAP outreach 	North Carolina	<ul style="list-style-type: none"> • North Carolina Department of Health and Human Services
<ul style="list-style-type: none"> • Creation and operation of a Mobil Benefits Van at public housing sites via a 2 year grant funded SNAP outreach project 	Wisconsin	City of Milwaukee Housing Authority, Milwaukee County and Wisconsin Department of Health and Human Services
<ul style="list-style-type: none"> • Inclusion of SNAP benefit/ eligibility information and application with tax mailing 	Florida, Missouri	Florida Department of Children and Families, Florida Impact Education Fund Inc.; Missouri Department of Social Services, H&R Block