

SMOC Strategic Plan 2026–2030

APPROVED BY SMOC BOARD OF DIRECTORS ON
MARCH 16, 2026

Mission & Values Statements

Mission: Strengthening our communities through opportunities and service.

Values:

- Partnership: We believe in the power of collaboration, teamwork, and community involvement.
- Accountability: We are committed to financial responsibility, efficiency, and sustainability.
- Respect: We foster an inclusive, fair, and welcoming environment for all.
- Integrity: We act with honesty and ethics, earning the trust of those we serve.
- Responsive: We listen, reduce barriers, and respond with empathy to community needs.

Strategic Priorities Overview (2026–2030)



1. Expand Community Outreach, Visibility, and Access to Services



2. Develop an Integrated Client Data and Reporting System



3. Strengthen Internal Workforce Capacity and Leadership Development



4. Address Housing Stability and Basic Needs



5. Strengthen Financial Sustainability and Partnerships



6. Strengthen Employment and Training Pathways



Focus on strengthening community impact across rural southwestern Minnesota



Six strategic priorities guiding organizational direction



Emphasis on partnerships, access to services, workforce development, and sustainability



Clear objectives and measurable outcomes to track progress

Strategic Plan Overview

Priority 1:
Expand
Community
Outreach and
Access

Develop

- Develop a coordinated outreach model

Increase

- Increase awareness and access of SMOC services across the region

Strengthen

- Strengthen partnerships and reduce barriers to access

Improve

- Increase outreach events and community engagement

Priority 1 Objectives

01

Establish a standardized agency-wide outreach strategy by 2027

02

Participate in 40+ community outreach events annually by 2028

03

Increase partner referrals by 25% by 2030

04

Open one new outreach office or satellite location by 2028

05

Increase services provided in underserved communities

06

Create an annual impact report to demonstrate outreach results

Implement

Implement an agency-wide integrated data system

Improve

Improve service coordination and outcome tracking

Develop

Develop coordinated referral pathways

Support

Support data-informed decision making

Priority 2: Integrated Client Data & Reporting

Priority 2 Objectives

1

COMPLETE AGENCY-
WIDE DATA SYSTEM
ASSESSMENT BY
2026

2

IDENTIFY PROGRAM
NEEDS AND SYSTEM
GAPS

3

SELECT AND FUND A
CLIENT
MANAGEMENT
SYSTEM BY 2027

4

IMPLEMENT
SYSTEM ACROSS ALL
PROGRAMS BY 2028

5

INCREASE
COORDINATED
SERVICES THROUGH
CLOSED-LOOP
REFERRALS

Priority 3: Internal Workforce Capacity & Leadership

Strengthen	Strengthen recruitment, retention, and professional development
Encourage	Encourage cross-program training and collaboration
Develop	Develop an agency-wide succession planning process
Improve	Improve internal communication across the organization

Priority 3 Objectives

01

MAINTAIN STAFF
RETENTION RATE
OF 85% OR HIGHER

02

PROVIDE AT LEAST
TWO INTERNAL
TRAININGS
ANNUALLY

03

ESTABLISH CROSS-
TRAINING
OPPORTUNITIES

04

CONDUCT ANNUAL
STAFF
SATISFACTION
SURVEYS

05

DEVELOP A
SUCCESSION
FRAMEWORK TO
INCLUDE CRITICAL
POSITIONS &
LEADERSHIP
PATHWAYS

Priority 4: Housing Stability & Basic Needs

Strengthen

Strengthen SMOC's role with housing partners in the region

Expand

Expand housing navigation services

Improve

Improve coordination of housing assistance programs

Support

Support regional housing planning and advocacy

Priority 4 Objectives

1

Increase housing navigation services by 50% by 2030

2

Serve between 100 - 200 households annually with housing navigation

3

Develop 10 new housing partnerships

4

Participate in regional housing coalitions and initiatives

Strengthen

Strengthen long-term financial stability

Diversify

Diversify funding sources

Expand

Expand grant development capacity

Priority 5: Financial Sustainability

Priority 5 Objectives

01

INCREASE GRANT
REVENUE BY 25%
BY 2030

02

SUBMIT AT LEAST
5 NEW GRANT
APPLICATIONS
ANNUALLY

03

INCREASE
PRIVATE
FOUNDATION
FUNDING BY 15%

04

DEVELOP NEW
CORPORATE AND
BUSINESS
PARTNERSHIPS

Priority 6: Employment & Training Pathways

Increase

- Increase access to employment and job training opportunities

Strengthen

- Strengthen partnerships with workforce experts

Reduce

- Reduce barriers to employment participation

Connect

- Connect participants to trusted workforce programs

Priority 6 Objectives

01

Increase referrals to workforce training providers

02

Establish partnerships with at least four workforce organizations

03

Bring workforce partners into Family Resource Center

04

Increase employment service participation

05

Pilot extended service hours to improve accessibility

Performance Indicators

Number of individuals and families served annually

Number of outreach events and community partnerships

Client outcomes related to housing stability and self-sufficiency

Staff retention and employee satisfaction rates

Successful implementation of integrated data system

Growth in grant funding and diversified revenue sources

Performance Indicators

Annual progress reviews will be conducted with leadership and the Board of Directors to evaluate outcomes, adjust strategies, and ensure continued alignment with SMOC's mission, values, and community needs.

