Strategic Plan
2016-2020
Mission Statement

KI BOIS Community Action Foundation, Incorporated is a community based organization dedicated to eliminating the causes of poverty and bettering the economic, mental, physical and social well-being of all people, most importantly the disadvantaged, by utilizing effective coordination and administration of available resources and information.

Background

KI BOIS Community Action is a private, non-profit corporation operating in Southeast Oklahoma. The agency was organized as a part of the national “War on Poverty.” Administered by a 30 member Board of Directors, the agency represents all segments of the community i.e. elected officials, minority groups, businesses, social services, low-income and foremost the clients served. KI BOIS Community Action has long been considered a leader among Community Action Agencies both in Oklahoma and in the region. It has enthusiastically pursued the resources, both economic and human, which would enable the organization to achieve its stated mission. The agency’s numerous programs demonstrate both the extent and diversity of services and activities undertaken, as well as, its commitment, to achieve this mission.

KI BOIS Community Action has implemented the ROMA model for mission accomplishment and its annual reports reflect detailed attention to these accomplishments which are tied to National Performance Indicators (NPI’s). Appropriate use of NPI’s allows for the meaningful aggregation of data from all community action agencies in Oklahoma and provides a clear picture of how the agency truly directs its efforts to eliminate the causes of poverty.

Following a comprehensive Community Needs Assessment (CNA), the agency identified five top needs and formulated a plan to address those needs during the five year period 2016 through 2020. The five needs are: 1) Jobs, 2) Food, 3) Dental Care, 4) Medical Care and 5) Affordable Rentals. The selection of these needs was guided by the following numbers from the most recent Community Needs Assessment:

<table>
<thead>
<tr>
<th>NEED</th>
<th>NUMBER OF GREATEST NEED RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs</td>
<td>2508</td>
</tr>
<tr>
<td>Food</td>
<td>2387</td>
</tr>
<tr>
<td>Dental Care</td>
<td>2130</td>
</tr>
<tr>
<td>Medical Care</td>
<td>2102</td>
</tr>
<tr>
<td>Affordable Rent Houses</td>
<td>2071</td>
</tr>
</tbody>
</table>
The KI BOIS Community Action Strategic Approach

As part of the agency’s strategic planning approach, the agency held a “kick-off” meeting of the planning group chaired by a nationally certified ROMA trainer. The planning group included representatives from the KI BOIS Community Action Board of Directors, agency administrators, program directors, mid-level and outreach staff. The group reviewed the data from the CNA, as well as, other pertinent data and established a strategic direction for the agency for the coming period.

The planning group first reviewed and listed the agency’s strengths and challenges as a basis for tackling the identified needs. The agency’s strengths are as follows:

- Hires and retains well-qualified staff
- Has a supportive Board of Directors
- Keeps the Board of Directors informed
- Programming is very diversified
- Has multiple funding sources
- Boasts a strong infrastructure – facilities, IT department
- Has good leadership at the top who sets the tone
- Has a reputation for obtaining results
- Has recruited a well-trained, knowledgeable and able Board of Directors
- Receives positive monitoring reports and audits
- Has a vision – looks ahead
- Has staff who have both passion and compassion
- Maintains a family atmosphere despite its size
- Is involved in the community
- Remains open to questions
- Takes the lead in county coalitions
- Has developed an accessible website
- Is ethical
- Operates a strong transit system
The challenges the agency faces are:

- The size of the organization both geographically and in terms of staff size
- Hiring staff who are knowledgeable of the KI BOIS Community Action culture
- Challenge of working outside the agency's "community action footprint"
- No expansion of the Medicaid program in Oklahoma re: ACA Compliance issues
- Trying to measure outcomes
- Pay scale
- Leadership is aging – succession planning
- Need for staff to be committed to entire agency, not just one program
- Size of the Board of Directors
- Keeping Board members informed and engaged
- Cultivating a Board that feels comfortable saying "No"
- Board may not be familiar with acronyms
- Funding
- Hiring and retaining loyal, competent and diverse staff

It has been said that without a vision the people perish. Not wishing this outcome, the planning group described their vision in the following terms:

- Purchase new vehicles for the transit system
- Be pro-active meeting identified needs by remaining in tune with the needs of the community and being flexible to meet changing needs
- Put the needs assessment on the web to increase response percentage
- Revamp the needs assessment so as to get more detail regarding needs
- Seek more sustainable funding sources
- Recruit more sustainable leadership across all programs
- Maintain a collegial atmosphere
- Maintain a good training program
- Conduct a KI BOIS Community Action Job Fair
- By 2020 be the Employer of the Year
- Develop more active, involved Board of Directors' working committees
GOAL 1: Jobs
Increase opportunities for and access to living wage jobs for persons with low-incomes.

ROMA Goal 1: Low-income people become self-sufficient.
ROMA Goal 4: Partnerships among supporters and providers of services are achieved.
ROMA Goal 5: Agencies increase their capacity to achieve results.

In the past 30 months, KI BOIS Community Action addressed the need for jobs in the area by creating new jobs within the agency. These jobs are:

- Veterans program – 14 new jobs
- Developmental Disability Services – 60 new jobs
- Recycling – 10 new jobs
- Case Managers – 7 new jobs
- Food Pantry – 1 new job

Thus, it is immediately apparent that the agency has, itself, already addressed the need for living-wage jobs by creating 92 new jobs. However, it is also apparent that additional new jobs are needed in the area. The agency will utilize the following strategies to help persons with low-incomes access job opportunities.

- Work with partners to create better access to available jobs through a community job posting page on the KI BOIS Community Action website.
- Work with partners to increase employment supports and training opportunities for the low-income, youth and veterans.
- Partner with employers to coordinate transportation/work routes to job sites.
GOAL 2: Food
Operate food pantries within the service area and increase hours of operation or provide on-call service

ROMA Goal 1 – Low-income people become more self-sufficient.
ROMA Goal 5 – Partnerships among supporters and providers of services to low-income people are achieved.
ROMA Goal 6 – Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environment.

The agency will utilize the following strategies to improve food security for persons with low-incomes.

♦ Utilize community volunteers and/or offer mainstream employment to persons with low-incomes to staff food pantries.
♦ Pursue Wal-Mart and grocery store donations

GOAL 3: Dental Care
Increase access to affordable dental care in areas underserved or not served

ROMA Goal 1 – Low-income people become more self-sufficient.
ROMA Goal 2 – The conditions in which low-income people live are improved.
ROMA Goal 4 – Partnerships among supporters and providers of services to low-income people are achieved.
ROMA Goal 6 – Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

The agency will utilize the following strategies to improve access to dental care for persons with low-incomes which promotes better health, therefore, improving the ability to obtain and maintain employment.

♦ Sponsor the Mobile Smiles dental van in three counties.
♦ Work with partners to publicize dental care events in the service area.
♦ Assist The Health and Wellness Center to use existing equipment to set up an office to provide additional dental services.
♦ Target adults who do not have dental insurance.
♦ Support The Health and Wellness Center’s application for a grant for a mobile dental unit.
GOAL 4: Medical care

Provide access to all services at a one-stop location including mental health services

ROMA Goal 1 – Low-income people become more self-sufficient.
ROMA Goal 2 – The conditions in which low-income people live are improved.
ROMA Goal 4 – Partnerships among supporters and providers of services for low-income people are achieved.
ROMA Goal 6 – Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

The agency will utilize the following strategies to improve access to medical services at a one-stop location.

- Partner with Federally Qualified Health Centers within the service area.
- Provide referrals to in-house case management programs as appropriate for families and/ or referrals to community one-stop locations.

Given the complexities in meeting the above-stated goal, the planning group listed some very real barriers to success including the following:

- Sheer lack of patients in rural areas to ensure full-time service by professional staff.
- Lack of transportation to appointments.
- Lack of affordable, accessible childcare at needed times and locations.
GOAL 5: Affordable Housing

Determine needs and available resources in order to increase access to safe, quality, affordable housing.

ROMA Goal 1 – Low-income people become more self-sufficient.
ROMA Goal 2 – The conditions in which low-income people live are improved.
ROMA Goal 6 – Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

The agency will utilize the following strategies to engage partners to increase affordable housing stock within the service area.

- Leverage resources from tribes, tax credits and grants.
- Cultivate and expand partnerships with developers.
- Eliminate barriers to housing such as criminal history, utility and rental arrears and credit history deficits within agency operated housing.
- Work with landlords to educate them and eliminate barriers to obtaining safe, quality, affordable housing.
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