



Celebrating 50 Years!

2021 Community Action Plan Big Five Community Services, Inc.

Introduction, Agency Mission, and local theory of change

Big Five Community Services, Inc. believes in helping move individuals and families toward independence and self-sufficiency, as stated in our Agency Mission statement. We continue to address the issue of poverty by strengthening the educational, social, and economic well-being of our customers we serve in our areas of service. Our Strategic Plan has been developed, combining our upper management, Agency staff, Board of Directors, and resources available, to plan on how we will achieve the outcomes identified for the next three to five years for the Agency's Strategic Plan. Using the Community Needs Assessments, gathered by all our programs, our Community Action Plan will address the top needs identified and how we best can meet the identified needs with our available resources. By using this process, it will allow our Agency to best serve our customers with the programs and services available. Our Strategic Plan includes continuing to expand our early childhood services, increasing our Agency's revenue stream, becoming more visible in our areas we serve using different modes of social media, and seeking to develop community gardens, which in turn will help improve nutrition and decrease hunger. We continue to seek additional ways to expand our programs and services in all of our core counties, including a facility upgrade in these core counties to better serve our public. Using our Community Needs Assessments, these allow us to better identify and serve the needs of our customers and how we best can address these issues.

The continuous usage of the ROMA cycle continues to revolutionize our Agency in both our philosophy and administration of our programs and services, focusing on not just the outputs, but more importantly, the outcomes as well. ROMA implementation through training has been an Agency-wide effort, with our upper management team, our total staff, as well as our Board of Directors. We continue ROMA implementation as a continuous, on-going effort of the ROMA cycle, which includes Assessment, Planning, Implementation, Achievement of Results, and Evaluation. We achieve this using our written information that is gathered from our data collection, training, upper management meetings on an on-going basis, and Board of Directors training on a monthly basis. Additionally, conferences and webinars are used to facilitate this training, with the usage of videos, and attendance at both state and national conventions.

The reduction of poverty, moving both individuals and families toward self-sufficiency, and using our resources to help identify the needs of our customers, is a continuous goal of Big Five. We continue to seek achievement in real change in order to meet our outcomes, desired to help our customers improve their lives.

Big Five Community Services, Inc., is a private, non-profit corporation, operating as a Community Action Agency as authorized by Section 1536.3 of Title 74, Oklahoma Statutes. Big Five Community Services, Inc. was formed in 1971 to provide services in a five-county area, consisting of Bryan, Carter, Coal, Love, and Pontotoc Counties. The Organization was recognized as exempt from Federal income tax March 31, 1972, as an organization described in section 501(c)(3) of the Internal Revenue Code. Big Five receives policy guidance from a volunteer Board of Directors, made up of fifteen local citizens, representing public, private, and low-income sectors. The board hires the Executive Director who employs a full-time staff. The staff presently consists of approximately 276 persons, 223 full-time and 44 part-time.

Big Five's purpose is to identify, address, reduce and eradicate the causes and conditions of poverty within its service area. The Agency operates under grants and contracts from numerous Federal and State agencies, which contribute to an estimated annual budget of approximately 18 million dollars (\$18,380,447). During the 2020 year, Big Five provided directly or sponsored the provision of services and/or information and referral to other services and assistance to 10,531 unduplicated persons and families in rural southeast Oklahoma. Of those, 10,531, 2,949 households were low-income and all were rural. Services and assistance provided by Big Five directly includes: Early Head Start and Head Start, including medical, dental and mental health services; housing; affordable rental housing; respite care; outreach, including chore and homemaker; health promotion which includes Tai Chi classes for seniors; emergency utility assistance, emergency food and clothing assistance; emergency shelter partnership; prescription assistance; transportation, both public and senior medical; and, information and referral services.

Big Five maintains county offices in each of the five counties served to enable the coordination of federal, state, local and all social service agencies to address the needs of low-income citizens and the community needs. Program staff members are in continuous contact with other social service delivery agencies. Referrals are routinely made to and received from the Department of Human Services, the Salvation Army, local churches, civic organizations, and other partnerships. Big Five's housing initiatives provide close coordination with HUD staff, as well as that of the Oklahoma Housing Finance Agency (OHFA) to fill the service gaps in the area of housing. Big Five publishes and distributes a social services directory, as well as makes it available on our Agency's website. Big Five continues to partner and participate with the Turning Point coalitions in Bryan, Carter, Coal, Garvin, Johnston, Love, Marshall, Pontotoc, and Atoka Counties. The coalitions incorporate community leaders, along with public and private members. The goal is to identify the needs of the community and pursue efforts to meet those needs.

The process used to develop the Community Action Plan began in December 2020, with discussions including the Executive Director and senior management staff. We reviewed the Customer Satisfaction Surveys from each program and discussed the needs identified by the customers we served in order to plan and review for the current year. This data was then

presented to the Board as a means of ensuring that that Board was fully conversant with the level of satisfaction by our customers and being aware of our agency's resources and readiness to address the areas identified. Customer satisfaction data was gathered January 2020 through December 2020. The process addresses our CSBG needs, as well as the fifty-eight organizational standards and the ROMA framework. The Agency continues to train both the staff, as well as the Board of Directors in a continuous effort of ROMA cycle training. Our customer service surveys include our low-income participation through their surveys which are then collected and analyzed by our staff, using the ROMA cycle of assessment, planning, implementation, measurement of results, and evaluation. This information is then reported to our Board of Directors as we present specific strategies to address the top needs identified in the customer satisfaction surveys. We also seek the Board for their input and approval as well. This data becomes part of our Community Action Plan, identifying the top three needs of where our Agency needs to focus on with our anti-poverty resources for the coming year, developing logic models for the top three needs, keeping in mind the resources available to target these identified needs, as well as their formal approval.

Big Five continues to work on our local theory of change, with all available resources to focus our efforts on reducing poverty. We continue to collaborate with other county coalitions, as we work together to accomplish change. By sharing resources together, we are better prepared to meet identified needs in our communities that we serve. All of our strategies to address the needs identified in our customer satisfaction surveys are aligned with our mission statement of strengthening the lives of our customers with economic, social, and educational well-being while moving both individuals and families toward independence and self-sufficiency, as well as working in alignment with both the National Theory of Change and the three national goals.

Assessment

Big Five Community Services provides services to residents of our five core counties, which are Bryan, Carter, Coal, Love, and Pontotoc. All of these core counties are in rural Southern Oklahoma. Total combined population of these five counties was 150,224 (U.S. Census Bureau, 2019 Population Estimates), with continuing population growth. The population density per square mile in these five counties is 37.1, with the state population density rate at 54.6. Together, these five counties have an average poverty rate of 15.4%, compared to the state average of 15.2%. The population is 74.4% White, 3% Black, 14.4% American Indian, 7.4% Multiple Races. The population is also 50.7% is female and 49.3 is male. The five counties total 3,478 square miles. Major cities/ towns located in the counties include Ada, Ardmore, Coalgate, Marietta, and Durant.

The customer satisfaction surveys were distributed to every program of Big Five, including our core county Community Action offices and to our clients that we served through our programs. This information was used to develop the 2021 Community Action Plan and to help guide and direct the Agency's decisions for programs, services, and staffing needs in 2021. Our Oklahoma Standardized Community Needs Assessment was also provided by phone, mailed to our customers as well as providing the surveys to customers entering our lobbies, during Head Start

enrollments, and to numerous clients of emergency services, health promotions, outreach, family caregiver support, prescription assistance, transportation, and Head Start programs, involving the low-income sector. Our Board of Directors, faith-based organizations, educational institutions, community social services, private sector, and public sector were also given the community needs assessment. Both the customer satisfaction surveys and community needs assessments were collected by staff from all the above sectors listed. Big Five collected a total of 1,737 customer satisfaction surveys and entered the data into the CAPTAIN database. Community Needs Assessments were also collected and entered into the same CAPTAIN database, where the top five needs were identified. This process utilized the upper management staff, front-line staff, and the Board of Directors. Using the Agency's available resources, the top three needs were then prioritized. This data is also part of the long-term planning for the five-year Strategic Plan to help identify needs for the clients we serve over the next three to five years, as well as what outcomes we hope to achieve with our available resources.

Big Five Community Services connects the top three to five needs that are prioritized from the Community Needs Assessment. The top five needs identified are:

1. Big Five service area's first identified need is for early childhood education. To address this family level need in the community, Big Five will continue to provide pre-school activities to develop school readiness skills and continue to collaborate with public school districts. The outcome will be that 665 children, out of 800, demonstrate the skills for school readiness in May 2021.
2. Big Five service area's second identified need is for Emergency Services. This will include assistance in obtaining food for families. Big Five will also assist individuals and families with rental and utility assistance to avoid eviction and cut-off utility services, due to reduced or loss of income, or otherwise impacted by the COVID-19 pandemic. The outcome will be that 75 families, out of 100, avoid eviction during January – December 2021.
3. Big Five service area's third identified need is for transportation services. To address this need in the community, Big Five will continue offering transportation services through the SORTS transportation program. The outcome will be that 45 individuals out of 60, will improve their physical health and well-being from January – December 2021.
4. Big Five service area's fourth identified need is for Senior Respite Services. To address this need in the community, Big Five will continue to assist seniors with Respite Services. The outcome will be that 70 of 100 individuals will receive respite services. From January – December 2021.
5. Big Five service area's fifth identified need is for prescription assistance for people that are uninsured or underinsured. To address this family level need in the community, Big Five will continue to offer prescription assistance through the RX for Oklahoma program. The outcome will be that 80 families out of 110, will see an improvement in financial well-being from January – December 2021.

The area of Southern Oklahoma that Big Five serves is experiencing growth in population, services, and employment, as this area of Oklahoma is reaping the movement of jobs and population from North Texas to Southern Oklahoma, as well as an expansion by both the Choctaw and Chickasaw Nations in this area. Even with this growth, senior citizens, on fixed incomes, who are not in the job market, have to continue to deal with rising prescription drug costs, a continued rise in the number of people with dementia and Alzheimer's Disease, affordable health care, overall health improvement, and for young families, the need for

additional early childhood education services. Based on our Community Needs Assessment, as well as our Agency resources, from the top five needs identified, Big Five prioritized the top five into the top three needs of our clients assessed. These were:

1. Big Five service area's first prioritized need is for early childhood education.
2. Big Five service area's second prioritized need is Emergency Services to provide rent and utility assistance due to reduced or loss of income during the COVID-19 pandemic.
3. Big Five service area's third prioritized need is for transportation services.

The aging of the baby boom population, along with improvements in health care technology resulting in longer life expectancy, have led to a major shift in age demographics across the nation. The counties of the Big Five service area are no exception. In 2019, 18.5% of the area's population was age 65 or older, up from 16.9% in 2020. 2011 marked the year that the oldest baby boomers first turned 65. This trend is projected to continue over the next several decades, albeit at a gradually slowing pace after about 2030.

Big Five Community Services has continued to evolve with our growing service population. Our last Agency Community Needs Assessment was completed, and Board approved on March 10, 2021. There have been no major changes within our agency within the previous year that has impacted our Agency, Board, staff, or the clients that we serve from prior years, other than the Covid-19 pandemic. After analyzing and reviewing the previous year's data, the upper management team reviews the outcomes and studies to determine possible reasons for any unmet outcomes. Each program's data reports are reviewed to show the success rate of the performance measurement goals. Based on the results of the data provided and community needs identified, the upper management sets performance goals to be measured for the upcoming program year with the Agency's resources available. Community resources identified as partners in our community needs assessment are connected to our programs and services by the implementation of our Community Action Plan. Big Five will continue to develop additional resources to effectively and efficiently deliver services to meet the community needs identified. By collaborating with community partners, Big Five will address the top five needs, with the top three identified as priority needs as well as developing needs that have come about as a direct impact of the pandemic. Changes have been implemented due to the fact the pandemic has changed the process of in person assessments, as well as in person service delivery.

Big Five continues to assess the needs of Bryan, Carter, Coal, Love and Pontotoc counties regarding the Covid-19 pandemic and continues to modify services, update outcomes, and identify needs and match resources to meet and respond to needs during the pandemic.

To continue to provide uninterrupted service to our clients Big Five will upgrade phone systems, Computer systems, laptops, software updates, new financial software to approve purchase orders offline, HR software to continue to serve staff remotely, document signing software, upgraded security for entrances to building access, continuous online training, and information systems to keep informed of the latest procedures and protocols to continue operations during the pandemic.

Through partnership with SODA continuing to meet the needs of the senior population/referrals received by phone assessments. In addition, through our SODA partnership, Big Five provided PPE to rural fire departments and nursing home ombudsman through the 10-county service area to help reduce the risk of the spread of Covid-19. The need for the PPE was identified by the numerous fire departments and nursing homes served by SODA in the 10-county area. Big Five was made aware of the need and responded with purchase of the PPE equipment and delivered to the rural fire fighters and the nursing home ombudsman.

To help keep the public informed of service availability for programs serving seniors, during the pandemic, Big Five plans to mail post cards identifying programs and services available to the seniors in all 10 counties in our SODA partnership service area that may have been unable to receive information due to the coronavirus restrictions.

During the pandemic, some food pantries such as the one in Love County have seen a reduction in donations, impacting their ability to serve low-income seniors in rural areas. These seniors depend on services such as this to supplement their monthly food supply. Reduction of services can result in an impact to the health and well-being of these individuals. Through our partnership with Love County Senior Program, Big Five provided funds for food boxes to serve seniors in Love county who were unable to supplement food supply during the pandemic.

Transportation has been identified as one of the top three needs in the Big Five service area. The COVID-19 pandemic has resulted in families needing to social distance from the public and often from each other, making assistance with transportation difficult to find and in some cases nonexistent. Public transportation can help fill that gap by providing transportation to these residents that have no other means of transportation to get to work, the doctor, the grocery store, etc. To meet this need, recruitment and retention of drivers and dispatchers is a vital component. Driver and dispatcher recruitment has been a struggle for many years; however, this task has been further complicated by the pandemic. This is due to the risks of transporting the public and risk of exposure to the virus.

Planning

The Agency's Strategic Planning began back in 2019 after reviewing risk assessment data. This involved upper management, the Executive Director, and the Board of Directors.

The Community Needs Assessment, completed in 2021, along with the Customer Satisfaction Surveys, were reviewed, and aligned with the Agency's Strategic Plan. The Board was involved with the planning and decision making regarding the needs identified in the Community Needs Assessment, the Community Action Plan, and the resources available by the Agency to meet the long-term goals in the Strategic Plan. The Board, using the ROMA cycle, continues to evaluate all programs and services of Big Five on a regular basis throughout the year. The Strategic Plan in current use is for the years of 2016-2021.

Big Five's Community Action Plan is incorporated into the agencies Strategic Plan. The Community Action Plan is reviewed on an annual basis and as needed throughout the year with the Board of Directors. The CAP plan identifies short term goals to meet needs along with the expected outcomes that the agency will focus on in 2021 while the Strategic Plan is our long-term plan to address specific needs over the course of five years.

The targeted population for Big Five Community Services will be residents of primarily five counties: Bryan, Carter, Coal, Love, and Pontotoc. These five counties cover a total of 3,478 square miles and are populated by a total of 150,224 residents according to 2019 population estimates by the U.S. Census Bureau. The population of this area is primarily rural. For services related to Elder Care, Big Five's service area expands the core five counties to also include: Atoka, Garvin, Johnston, Marshall and Murray counties.

The agencies Program Directors meet and review the previous year's data from reports compiled from CAPTAIN. These reports are used to compare the goals set and results obtained. Program Directors determine the best goals for each program for the upcoming program year using the agencies available resources.

Our Early Head Start and Head Start Programs continue to work with our 1600 low-income children throughout the school year. The Head Start program is a comprehensive childcare program, promoting school readiness of children, enhancing their cognitive, social and emotional development. Head Start provides each child, on an individual basis, the services to meet emotional needs of each child and identifies and provides for any learning disabilities before the child enters public school. Medical, dental, nutritional, mental health and counseling services are provided. Developmentally-appropriate learning activities provides self-confidence, independence, and promotes social competence. Children experience a variety of activities that encourage cognitive, physical and emotional growth.

Parents also are an integral part of the Head Start process as their child's first and most important teacher. Head Start programs build relationships with families that in turn, support:

- Family well-being and positive parent-child relationships
- Families as learners and lifelong educators
- Family engagement in transitions
- Family connections to peers and community
- Families as advocates and leaders

Big Five continues to partner with both the Choctaw Nation and Chickasaw Nation to help youth with on-the-job training work skills. By employing summer youth workers, we allow them the opportunity to good work ethics, responsibility, job skills and knowledge, teamwork principles and accountability.

Big Five partners with the Oklahoma Employment Security Commission through referrals to fill gaps with employment and training services.

To support an innovative fatherhood initiative in an effort to strengthen Head Start families, Big Five continues to provide an excellent fatherhood initiative through our annual Fish-a-thon. This

occurs over a two-week period every April, involving students from seven counties and numerous school collaborations, including the Oklahoma Fish and Wildlife Department. This event was postponed in 2020 due to the Covid-19 pandemic.

Big Five assists individuals and families seeking food assistance through referrals from Head Start, local churches or from the local DHS office. Our Agency's effort to help the family is made through referrals to the Oklahoma Regional Food Bank Centers and partnership with Regional Food Bank opening a county wide food pantry in our Coalgate office to serve individuals and families in Coal County. Big Five encourages the efforts by the individuals and families to move toward independence and self-sufficiency. Emergency food through our food banks is provided also, based on the number of days it should take DHS to get the food stamp case ready.

Big Five Head Start classrooms provide two nutritional meals and one snack per day to the Head Start children while they are in school. Nutritional information is provided to children in the classroom, as well as the parents of Head Start children. The parents are asked to attend monthly meetings, where they are given recipes and shown how to prepare nutritious meals to the family.

Big Five continues to partner with local service organizations in our five-county service areas. Those collaborations include the Salvation Army, DHS, Red Cross, Ministerial Alliance Groups, Oklahoma Housing, Choctaw/Chickasaw Housing, Head Starts, local food banks and food pantries and local Chamber of Commerce offices. We also work with the other service organizations to assist customers in an effort to combine the area resources available.

In Love County, the local boy scouts do a yearly food drive to help stock the food bank. In Carter County, local churches also do food drives to keep the food bank well-stocked. During the pandemic, local food banks such as the one serving rural seniors in Love county saw a depletion of food stock and a reduction in donations. Big Five partnered with the Love County Senior Program to assist with this need in 2021.

To ensure the clients' continued self-sufficiency after our assistance, we require that they have secured a form of monthly income, such as new employment, social security disability, unemployment, or food stamps, demonstrating the ability to pay their bills following assistance. Big Five works closely with area shelters to ensure that they are aware of the services we can offer our customers.

Big Five coordinates with local service organizations in our five-county service areas. The Agency partners with the Salvation Army to assist families that need emergency services. Big Five also partners with: DHS, Red Cross, Ministerial Alliance Groups, Oklahoma Housing, Choctaw/Chickasaw Housing, Head Starts, local food banks and food pantries, local churches, and local Chamber of Commerce offices. The agency works with these organizations in an effort to combine the area resources available to clients.

Big Five works closely with area landlords to allow our customers to move in without or at a reduced deposit since we are assisting them. Big Five also makes calls to the local utility companies to attempt to make payment arrangements to prevent utility shut-offs and to establish new service. Big Five, through specialized funding of CARES Act funds provides rent and

utility assistance for individuals and families impacted by the pandemic to prevent eviction and utility cut-off.

Big Five also develops and maintains a yearly resource manual, which includes all the local service organizations listed for referrals. All programs offered by Big Five are included in the area 211 referral system. Big Five intake workers use the internet, 211, and other service providers to ensure that they are aware of all local activities and those other service organizations are aware of Big Five's programs. This year, Big Five also registered to participate in the Governor's "Be A Neighbor" program, which collaborates with other social service organizations for all 77 counties in the state. This information is readily available to all people on the internet looking for resources that Big Five can provide to them.

Big Five maintains county offices in each of the five core counties served to enable the coordination of federal, state, and all social service agencies to address the needs of low-income citizens and the community needs. Big Five's housing initiatives provide close coordination with HUD staff, as well as that of the Oklahoma Housing Finance Agency (OHFA) to fill the service gaps in housing. Big Five continues to partner and participate with the State Health Departments Turning Point coalitions in Bryan, Coal, Garvin, Love, Pontotoc and Atoka Counties and the Ardmore Homeless Coalition. The coalitions incorporate community leaders, along with public and private members. The goal of the coalitions is to identify the needs of the community and pursue efforts to meet those needs using available resources. In an effort to avoid duplication of services, only one service organization will provide the assistance in most counties. Big Five staff are in constant communication with the service organizations to determine what services a client has received.

Success will be determined by meeting the expected outcomes identified and prioritized as needs within the community, based on available resources of the Agency. The Agency will also measure success by developing partnerships that assist with resources to meet the top three identified needs.

Implementation of Services and Strategies

The CAP will be implemented on an annual basis that includes upper management, Agency staff, Executive Director, and Board of Directors, who are informed about the CAP. There is also program-specific training that is implemented by the supervisors, under the direction of the Program Directors, for the oversight of the plan and implementation.

Big Five's programs, with case management for the customers we serve, include RX for Oklahoma, Family Caregiver Support Program, and our Outreach Program. Big Five's Head Start program also provides ongoing case management to families in need through their family advocate staff. Big Five utilizes CAPTAIN to help track case demographics and services of customers served throughout our various programs. The data and information are collected to assess areas of improvement and to make determinations to provide services in areas that still need improvements. The service integration matrix report will be used to notify customers of other areas of service for which they may be eligible.

Program outcomes are tracked in various program databases and then that information is put in Captain. Tanya Gleghorn meets with each Program Director annually to ensure we are gathering all data needed to track our services and outcomes. This is always a work in progress in the understanding of ROMA Next Generation and the new CSBG Annual Report.

CSBG funds are coordinated with public/private resources, such as coordinating with public government (cities, counties) entities for matching transportation funds, as well as coordinating with private (United Way agencies) entities with our public transportation program, that utilizes CSBG funding, in coordination with other monies.

Customer satisfaction surveys are collected from each program, to determine if the services that our customers receive, are meeting their needs and if not, what they believe can be done to correct the issue. Program Support Specialists enter the surveys in the survey tool in Captain and reports are ran to analyze the data from the surveys.

Observations of Results and Reporting the Achievement of Results

Program Support Specialists collect data, using a family profile form completed by the client. The information from this form is entered into Captain on both a weekly and monthly basis, to track client services and outcomes.

Information for the CSBG annual report is collected on a continuing basis by staff, completing family profile forms at the time of intake. The data is then entered into Captain, tracking the demographics, services, and outcomes for that customer. In addition, other tracking, including staff training hours, board training hours, the number of volunteers, and volunteer hours are also done. Upon completion of the CSBG annual report, upper management and the Board reviews the case demographics of our customers and the achievement of outcomes, and the progress of the outputs achieved. This information is also implemented in the formation of the agency's Community Action Plan and Strategic Plan.

Performance goals are set by Program Directors meeting and reviewing the previous year's data, dissecting the data to drill down in the effort to obtain the reasons for any negative responses or discrepancies. Reports from Captain are compiled for each program to show our end results. Those reports are then used to make a comparison of the goals set and what was obtained. All of this is discussed in detail by the Program Directors as to how best to obtain the performance goals set and consideration of all available resources.

The Board is provided monthly board reports on each program. The achievement of outcomes is provided to the Board annually through a list of outcomes, the number of participants served, the targeted number, actual results, percentage achieving outcome, and performance target accuracy. Further, the Board receives and approves the CSBG annual report.

Analysis of Data and Evaluation

Using the ROMA cycle of assessment, planning, implementation, achievement of results and evaluation, upper management meets monthly to analyze data presented and to determine how to

best serve the community needs identified with the available resources at hand. Changes are made, based on the success or lack of the outcomes achieved in the data analysis process and resources are allocated, based on this process.

Performance goals are set by Program Directors meeting and reviewing the previous year's data, dissecting the data to drill down in the effort to obtain the reasons for any negative responses or discrepancies. Reports from Captain are compiled for each program to show end results. Those reports are then used to make a comparison of the goals set and what was obtained. This is discussed with the Program Directors as to how best to meet the performance goals set and consideration of all available resources.

Outcomes will be used to update the Community Action Plan on an annual basis, as well as periodic updates of the Strategic Plans progress to the Board of Directors.

The Executive Director, with input from Program Directors, will make recommendations to the Board, after analysis of the data has been completed by the Executive Director and upper management staff.