

LIFT COMMUNITY ACTION
AGENCY, INC.'S
Strategic plan
2026-2028



Board Approved:
December 9, 2025

EXECUTIVE SUMMARY

In 1968, three separate Community Action Agencies serving Choctaw, McCurtain, and Pushmataha Counties united to better address the needs of Southeast Oklahoma residents. LIFT Community Action Agency, Inc. — formerly known as Little Dixie Community Action Agency, Inc. — was officially incorporated as a nonprofit organization on April 4, 1968.

The agency's founding purpose, as outlined in its original Articles of Incorporation, was "to assist in developing, executing, and coordinating plans and programs authorized under the Economic Opportunity Act of 1964." Since its inception, the agency has continued to expand, adding new programs and services to meet the evolving needs of the region, with a strong focus on serving its most vulnerable populations.

To strengthen its strategic direction, LIFT Community Action Agency (LCAA) engaged Nationally Certified ROMA Implementer Kinsey Cox to lead a Strategic Planning Meeting—an essential step in setting priorities, defining goals, and establishing measurable objectives.

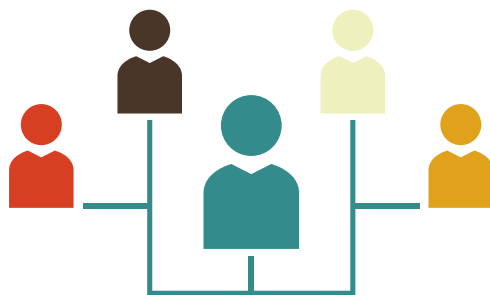
Key staff members involved in this process also participated in conferences and trainings led by the National Community Action Partnership. These sessions provided valuable instruction on incorporating the ROMA framework and ensuring the strategic plan aligns with Community Services Block Grant (CSBG) Organizational Standards.

The development of this plan involved multiple processes which included:

- In-depth review and analysis of Community Needs Assessment report.
- Review of the agency's Mission, Vision and Core Values.
- Survey collection and feedback from key stakeholders including front line staff, leadership and board.
- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis activity with agency Board of Directors.
- Current environmental scan of the agency's service area.
- Review and analysis of 2024 Customer Satisfaction Surveys.
- Research of agency and community resources.

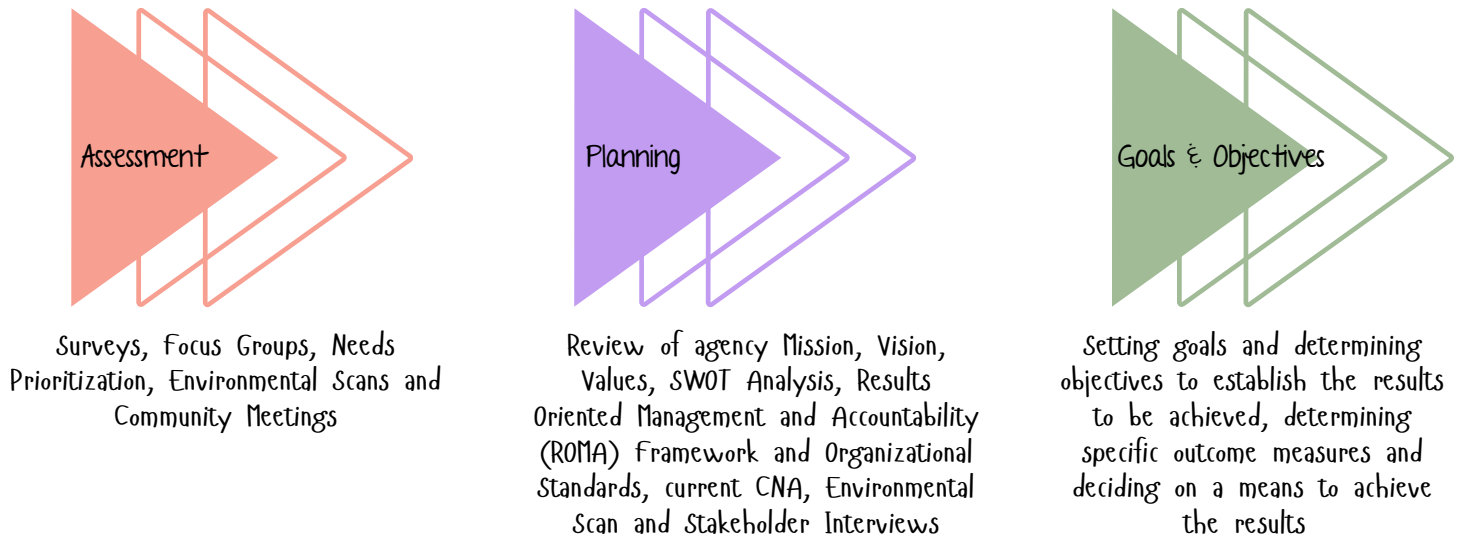
Each phase of the process involved a thorough review and analysis of both qualitative and quantitative data. These efforts informed the development of the strategies and benchmarks outlined in this plan.

Serving as a roadmap for the future, this Plan details the specific actions that LIFT Community Action Agency will implement over the next three years to address the needs identified in our most recent Community Needs Assessment (2025-2027).



STRATEGIC PLANNING PROCESS

Development of the strategic plan included the following phases with multiple steps and analysis in each phase. The report that follows is organized in these phases as well.



Assessment

The assessment phase involved a comprehensive survey process conducted from May 2024 through October 2024, during which 337 surveys were completed and collected. LIFT Community Action Agency utilized the Oklahoma Standardized Community Needs Assessment Survey to gather demographic information and identify needs as reported by local residents.

In addition to survey data, the agency incorporated information from customer satisfaction surveys, the U.S. Census Bureau, and other credible online databases to ensure a well-rounded analysis of community needs. Once all data were compiled, focus groups—comprising agency and community leaders, Board members, and frontline staff—met to prioritize the identified needs.

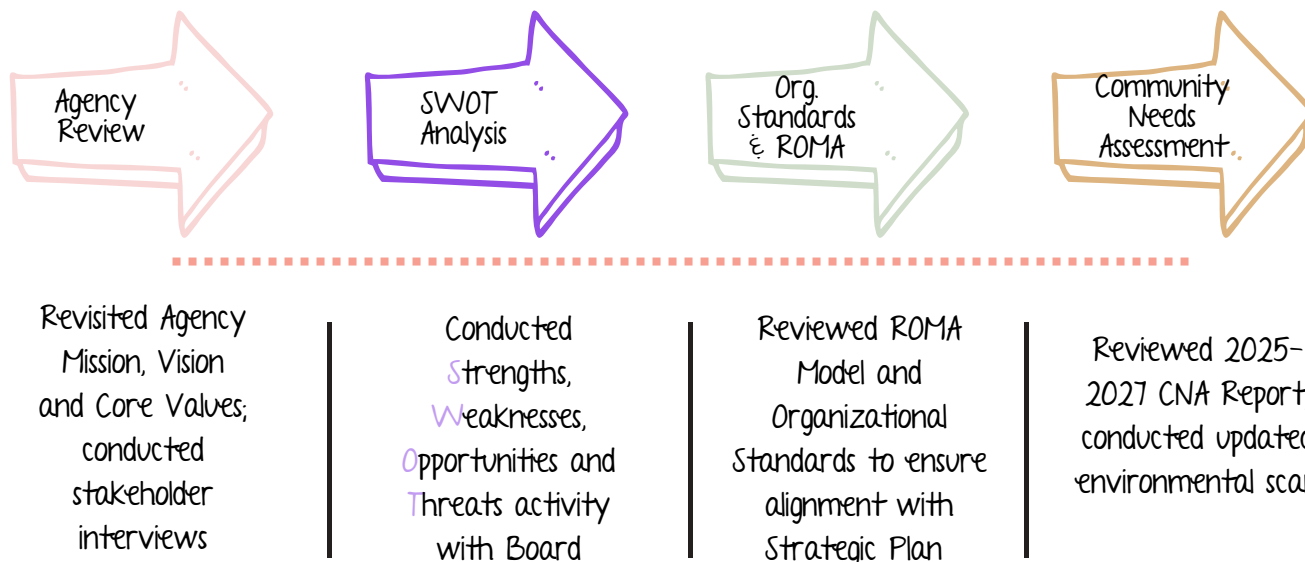
This prioritization process determined the top three community needs that will guide the agency's efforts over the next three years. To further engage the community, six meetings were held to discuss the causes and conditions of poverty, identify existing community resources, and develop potential strategies for addressing each need.

During these sessions, participants explored in depth how the causes and conditions of poverty relate to the top three prioritized needs, which were identified as follows:

- Housing: A shortage of safe, decent, and affordable housing exists across the service area.
- Transportation: There is a need for accessible and reliable transportation options.
- Youth Services: There is a lack of safe and consistent activities/programs for youth in the community.

Detailed findings and supporting data are available in the agency's most recent Community Needs Assessment Report, accessible on the LIFT Community Action Agency website at liftca.org.

Planning



AGENCY REVIEW

During the Board of Directors meeting held on October 11, 2022, members conducted a thorough review of the agency's Mission, Vision, and Core Values statements. The purpose of this review was to ensure that the language remained consistent with the agency's current programs and services. Following discussion and analysis, the Board voted to retain the existing statements without modification.

As part of the broader Agency Review process, stakeholder input was also gathered through interviews and surveys completed by both leadership and frontline staff. The information collected from these key stakeholders provided valuable insight to inform the development of the Strategic Plan.

Mission: "To improve the lives of low-income individuals and families through service and collaboration leading to self-sufficiency."

LIFT's Board of Directors and Key Leadership identified our population as everyone we serve and that we are committed to serving each customer. Additionally, each group felt the Mission aligned with the programs and services which the agency is known for and includes the CSBG four key elements.

Vision: "To free generations of people from poverty."

LIFT's Board of Directors and Key Leadership identified our Vision Statement as effective, brief and easy to communicate. Both groups also felt strongly that our Vision Statement is shared by members of the community.

CORE Values: "CHOICES"
Compassion; Honesty;
Optimism; Integrity;
Community;
Empowerment; and
Stewardship

LIFT's Board of Directors and Key Leadership felt the agency's Core Values aligned with what the agency stands for and is a reflection of our work. Additionally, both groups felt the values statement accurately represented how we treat our clients.

SWOT ANALYSIS

The Board of Directors participated in a SWOT analysis activity, during which members individually identified the agency's strengths, weaknesses, opportunities, and threats. Following this exercise, the Board engaged in open discussion to review, group, and prioritize the responses within each category. Agency staff also conducted a separate SWOT analysis. The combined results of both groups are summarized below.

Internal

Strengths:

- Board & Leadership
- Strong Experienced Employees
- Community Partners
- Great Programs
- Institutional Knowledge

Weaknesses:

- Staff Turnover/Shortages
- Low Pay Scale
- Unskilled Workforce
- Lack of Volunteers

External

Opportunities:

- Multiple Marketing Platforms
- Partnerships
- Non-Profit Federal, State and Foundation Funding Streams
- Strong and Large Volunteer Base
- Community Support and Buy-in

Threats:

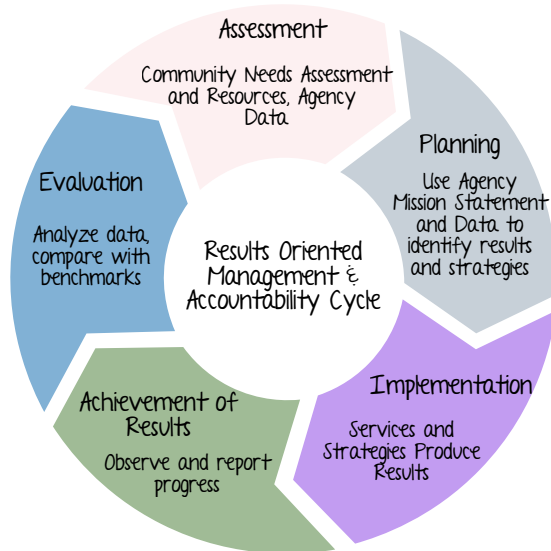
- Competition for Funding
- Government Changes
- Funding and Program Reductions and/or Cuts
- Inflation
- Loss of Experienced Staff

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RESULTS ORIENTED MANAGEMENT & ACCOUNTABILITY (ROMA)

Strategic planning is a fundamental component and expression of the Results Oriented Management and Accountability (ROMA) framework. Within ROMA, it represents the second phase—Planning—yet the strategic planning process itself encompasses all five phases of the ROMA cycle. In this way, strategic planning not only fulfills one stage of the cycle but also embodies the continuous, results-driven nature of the entire ROMA process.



The ROMA framework and the Organizational Standards provide the structure and guidance for Community Action Agencies to achieve both their local community goals and the three overarching National Community Action Network Goals. These national goals represent the long-term outcomes that Community Action Agencies strive to accomplish for individuals, families, and communities with low income. The goals incorporated into LIFT's Strategic Plan align with and support the National Community Action Network Goals outlined below.

NATIONAL COMMUNITY ACTION NETWORK GOALS



ORGANIZATIONAL STANDARDS

The CSBG Organizational Standards establish essential minimum requirements to ensure that Community Action Agencies possess the capacity to effectively serve communities across the nation. Full implementation of these principles and practices strengthens the overall consistency and performance of the CSBG network.

Outlined below are the Organizational Standards set forth under the CSBG Act, which define the required components of the strategic planning process and emphasize the importance of evaluating both internal operations and community needs. The goals and objectives presented in this Strategic Plan reflect the agency's vision for the future while aligning with the expectations and requirements of the Organizational Standards.

Primary Organizational Standards for Strategic Planning

- OS 6.1 – The organization has an agency-wide Strategic Plan in place that has been approved by the governing board in the last 5 years.
- OS 6.2 – The approved Strategic Plan addresses the reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low-incomes to become more self-sufficient.
- OS 6.3 – The approved Strategic Plan contains Family, Agency, and/or Community Goals.
- OS 6.4 – Customer Satisfaction and customer input, collected as part of the Community Assessment, is included in the strategic planning process.
- OS 6.5 – The governing Board has received an update(s) on progress meeting the goals of the Strategic Plan within the past 12 months.

Other Organizational Standards related to Strategic Planning

- OS 1.1 - The organization demonstrates low-income individuals' participation in its activities.
- OS 1.2 - The organization analyzes information collected directly from low-income individuals as part of the community assessment.
- OS 1.3 - The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing Board.
- OS 4.1 - The governing Board has reviewed the organization's Mission Statement within the past 5 years and assured that: 1) the mission addresses poverty and 2) the organization's programs and services are in alignment with the mission.
- OS 4.3 - The organization's Strategic Plan documents the continuous use of the full ROMA cycle. In addition, the organization documents having used the services of a ROMA certified trainer to assist in implementation.
- OS 9.3 - The organization has presented to the governing Board for review or action, at least within the past 12 months, an analysis of the agency's outcomes and any operational or strategic program adjustments and improvements identified as necessary.

COMMUNITY NEEDS ASSESSMENT

As part of the strategic planning process, key leadership reviewed the findings and results from the 2025-2027 Community Needs Assessment. LIFT's Community Needs Assessment identifies and prioritizes the needs and available resources of individuals and families within our service area. Leadership uses this data to design effective, outcome-driven programs aimed at reducing poverty and improving overall well-being. A summary of the analyzed data is provided below.

Top 3 Prioritized Needs Identified



Housing



Transportation



Youth Services

337 Surveys Completed

Educational Community-12

Faith Based-10

Community Based-13

Government Entity-5

Private Organization-3

General Public-217

Client of the Agency (low-income)-64

Agency Board-10

Agency Volunteers-3

Poverty Statistics

21.64%	15.23%	12.53%
Service Area	State of Oklahoma	United States

Top 10 Needs Identified

Housing	Economic Development
Transportation	Senior Services
Youth Services	Substance Abuse Services
Early Childhood	Nutrition
Health Services	Asset Development

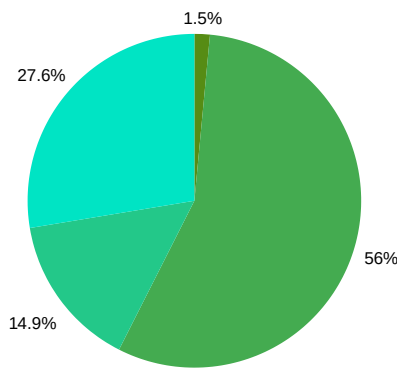
CUSTOMER SATISFACTION & INPUT

As part of the strategic planning process, the Board reviewed customer satisfaction data collected throughout 2024. Customer feedback serves as a vital component of the overall Strategic Plan, providing insight that ensures the plan fully reflects the principles of the ROMA cycle.

LIFT collects customer satisfaction surveys on an ongoing basis through both paper and online formats. All completed surveys are directed to the ROMA Coordinator and entered into the agency's database for analysis. The Board of Directors receives quarterly updates summarizing the number of surveys collected during the reporting period, the programs represented, response trends and percentages, and an analysis of internal and external factors that may influence the results.

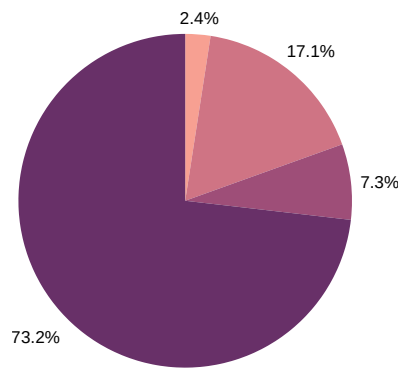
In total, 200 Customer Satisfaction Surveys collected in 2024 were reviewed and analyzed in comparison with the findings gathered during earlier phases of the planning process.

County Breakdown



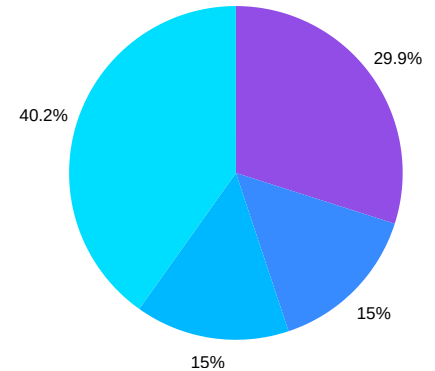
Choctaw County - 56%
Pushmataha County - 28%
McCurtain County - 15%
Other - 1%

Method of Awareness



Billboard - 3%
Friend - 7%
Internet - 17%
Other - 73%

Age Breakdown



18 to 30 - 30%
31 to 50 - 15%
51 to 65 - 15%
66+ - 40%



LIFT

Community Action Agency, Inc.



Customer Satisfaction Survey

Date: _____ Please send completed forms to: 209 N 4th St, Hugo OK 74743

1. From what program(s) did you receive assistance? (List all that apply)

2. Name(s) of person(s) who assisted you. (Optional)

3. What was your primary reason for visiting LIFT C.A.A.?

4. How would you rate your overall satisfaction with LIFT C.A.A.? (Circle One)

Very Satisfied Somewhat Satisfied Not Satisfied

5. Please share why you were or were not satisfied with LIFT C.A.A.

6. How did you learn of our assistance/service? (Circle One)

Friend Internet Radio TV Billboard Other (please explain)

7. In what county did you receive assistance/service? (Circle One)

Choctaw McCurtain Pushmataha Other (please explain)

8. Which range includes your age? (Circle One)

Under 18 18 to 30 31 to 50 51 to 65 66 or above

9. What is your gender? (Circle One)

Male Female Prefer Not To Answer

10. What is your race? (Circle One)

White Black/African American Native Hawaiian/Pacific Islander Asian

American Indian Two or More Races Prefer Not To Answer

11. What is your ethnicity? (Circle One)

Hispanic/Latino Non-Hispanic/Latino

12. Do you have any suggestions for improving our products/services?

GOALS & OBJECTIVES

Key leadership staff engaged the assistance of Nationally Certified ROMA Implementer, Kinsey Cox, to help determine priorities and establish organizational goals. Together, the group reviewed and discussed findings from the 2025-2027 Community Needs Assessment, Customer Feedback, Agency Review, and SWOT Analysis. Participants provided insights into the key findings from each of these sources, examining correlations, differences, and other contributing factors across the reports.

Through this collaborative process, the group developed Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals and objectives to guide the agency's efforts in addressing the identified needs within the communities it serves.

PRIORITY NEEDS

This Strategic Plan will identify activities and strategies for achieving the goals that align with the needs identified in the 2025-2027 CNA Report. The needs represent family, community and agency level needs. The focus of this Strategic Plan will be on program development and its direct relation to improving the lives of low-income individuals.

Need One: Families have a need for increased safe, decent and affordable housing.

Need Two: Our community has a need for safe, reliable and accessible transportation options to support daily living and access to essential services.

Need Three: Our community has a need for safe, reliable and developmentally appropriate youth services and activities.

Need Four: Our agency has a need to obtain additional facilities to house new or expanding programs, increase opportunities for client access, and better serve the needs of our communities.



Goal 1: Family

To expand access to housing and supportive housing services for individuals and families within our service area.

Goal 2: Community

To enhance and expand transportation services that improve mobility, support independence, and ensure community members can access critical resources.

Goal 3: Community

To expand and strengthen services that support positive development, increased access to activities, and promote the well-being of youth and families.

Goal 4: Agency

To increase facility capacity in order to expand services, house additional programs, and improve accessibility for individuals and families of low-income.

#1 Housing

Families have a need for increased safe, decent and affordable housing.

Goal

To expand access to housing and supportive housing services for individuals and families within our service area.

Objective 1

Increase availability of new single-family and multi-family housing units.

Objective 2

Expand the number of households receiving housing stabilization and/or preservation services.

Objective 3

Grow the pool of financial resources available to support homeownership and housing development.

Strategies

Objective 1: Increase availability of new single-family and multi-family housing units.

- Pursue grant and funding opportunities to support construction of single- and multi-family homes.
- Strengthen partnerships with developers, municipalities, and housing organizations.
- Assist households in becoming eligible for available housing programs.

Objective 2: Expand the number of households receiving housing stabilization and/or preservation services.

- Provide housing stabilization and prevention services for households with low to moderate incomes.
- Offer assistance for minor repairs or rehabilitation projects that help maintain existing homes.
- Support homeowners with resources and referrals for maintaining safe, secure housing.

Objective 3: Grow the pool of financial resources available to support homeownership and housing development.

- Develop new pathways and/or loan products to support homeownership.
- Provide technical assistance to clients seeking mortgage approval or financial counseling.
- Collaborate with lenders and community partners to increase funding availability for housing needs.

Measures & Benchmarks

- Apply annually for at least one federal or state-level housing development fund opportunity.
- Complete construction of four single- and/or multi-family housing units by December 2028.
- Establish or renew two new housing partnerships each year.

- Deliver housing stabilization services (homeowner created, rental achieved) to 40 households each year.
- Support 30 households annually with rehabilitation, maintenance, or preservation services.
- Provide resources/referrals to 30 families annually by the end of each calendar year.

- Secure at least one new funding partnership or pathway to sustain and expand housing programs.
- Increase access to mortgage loans for at least three new underserved clients each year.
- Provide eligibility determination services to 30 families annually by the end of each calendar year.

#2 Transportation

Our community has a need for safe, reliable and accessible transportation options to support daily living and access to essential services.

Goal

To enhance and expand transportation services that improve mobility, support independence, and ensure community members can access critical resources.

Objective 1

Increase access to transportation for individuals with limited mobility or inadequate transportation options.

Objective 2

Improve the quality, safety, and efficiency of transportation services.

Objective 3

Enhance transportation capacity through resource development and operational improvements.

Strategies

Objective 1: Increase access to transportation for individuals with limited mobility or inadequate transportation options.

- Expand transportation routes and/or service hours based on community need.
- Promote transportation services through agency/program outreach, social media, and community events.

Objective 2: Improve the quality, safety, and efficiency of transportation services.

- Conduct regular vehicle inspections and maintain a scheduled preventative maintenance plan.
- Provide annual training for drivers on safety, customer service, and accessibility needs.
- Incorporate client feedback into service improvement planning.

Objective 3: Enhance transportation capacity through resource development and operational improvements.

- Apply for grants and funding opportunities to expand the fleet or upgrade existing vehicles.
- Explore partnerships for co-funded transportation initiatives.
- Improve scheduling systems to reduce wait times and increase efficiency.

Measures & Benchmarks

- Increase total transportation rides provided by 5% by December 2028.
- Fully establish (six months of operation or more) 2 new route expansions or service hour extensions by December 2028.

- Maintain 100% completion of scheduled vehicle inspections annually.
- Provide annual safety and service training for all transportation staff beginning 2026.
- Implement a rider satisfaction survey with a goal of 75% positive feedback annually.

- Secure at least one new funding source for transportation expansion by December 2028.
- Add six additional vehicles to the fleet by December 2028.
- Reduce average rider wait times by 5% by December 2028.

#3 Youth Services

Our community has a need for safe, reliable and developmentally appropriate youth services and activities.

Goal

To expand and strengthen services that support positive development, increased access to activities, and promote the well-being of youth and families.

Objective 1

Increase access to structured youth programs and activities.

Objective 2

Improve the quality and variety of youth service offerings.

Objective 3

Enhance community support systems that benefit youth development.

Strategies

Objective 1: Increase access to structured youth programs and activities.

- Develop and host a variety of youth-centered events and programs.
- Partner with schools, community organizations, and local stakeholders to expand programming opportunities.
- Promote youth services through outreach and social media.

Objective 2: Improve the quality and variety of youth service offerings.

- Identify gaps in current youth services and develop new programming or activity types.
- Provide training for program staff, as well as youth and caregivers, related to positive development and family/youth well-being.
- Incorporate youth feedback to shape and improve program design.

Objective 3: Enhance community support systems that benefit youth development.

- Engage families and caregivers through information sessions and family-centered activities.
- Collaborate with mental health, education and social service partners to strengthen referral pathways.
- Increase awareness of available youth services within the community.

Measures & Benchmarks

- Host 4 youth-focused events or programming annually.
- Establish 2 new partnerships with community organizations by December 2026.
- Increase youth participation by 5% each calendar year.

- Implement 2 new youth programs or service offerings by December 2028.
- Provide targeted training at least annually for program staff beginning 2026.
- Conduct annual youth surveys, achieving at least 80% positive feedback and scoring on well-being indicators.

- Offer quarterly family engagement activities starting 2026.
- Formalize partnership agreements with 3 supportive services organizations by December 2028.
- Increase community referrals to youth programs by at least 5% each year.

#4 Agency Growth

Our agency has a need to obtain additional facilities to house new or expanding programs, increase opportunities for client access, and better serve the needs of our communities.

Goal

To increase facility capacity in order to expand services, house additional programs, and improve accessibility for individuals and families of low-income.

Objective 1

Identify long-term facility needs to support program expansion.

Objective 2

Acquire or renovate facilities to increase program space and service capacity.

Objective 3

Ensure sustainability of new facilities through budget planning and resource development.

Strategies

Objective 1: Identify long-term facility needs to support program expansion.

- Conduct a comprehensive facility needs assessment across all programs.
- Evaluate geographic areas with unmet needs or inadequate space.
- Engage staff, leadership and community partners in facility planning discussions.

Objective 2: Acquire or renovate facilities to increase program space and service capacity.

- Research available buildings, land or leasing opportunities in service areas.
- Apply for funding, grants and partnerships to support facility expansion.
- Develop phased renovation or build-out plans for newly acquired spaces.

Objective 3: Ensure sustainability of new facilities through budget planning and resource development.

- Develop revenue strategies to support facility operations (grants, fundraising, program income).
- Implement facility management procedures, safety plans, and maintenance schedules.

Measures & Benchmarks

- Complete facility needs assessment by Quarter 3 annually.
- Conduct at least 3 staff and community feedback sessions per year regarding facility needs.
- Develop a three-year facility expansion plan to be reviewed annually.

- Identify at least two viable facility options for expansion annually.
- Acquire or secure commitments for one new facility or major renovation project by December 2028.
- Ensure all newly acquired facilities meet Americans with Disabilities Act requirements and safety standards prior to occupancy.

- Ensure support for operations and maintenance of new facilities is included in annual program budgets.
- Implement facility maintenance and safety procedures at 100% of locations.
- Conduct annual facility inspections and complete corrective actions within 30 days.

PLAN IMPLEMENTATION & ACCOUNTABILITY

LIFT Community Action Agency's 2026-2028 Strategic Plan, approved by the Board of Directors, will be shared with all program staff to ensure a clear understanding of the agency's key goals and objectives. The plan will be accessible on the agency's website and distributed to all staff via email.

Implementation of the Strategic Plan will be led by program staff and leadership under the guidance of LIFT's Board of Directors. Community partners, funders, and other stakeholders will also play a vital role in supporting successful implementation.

Leadership staff, under the direction of the Executive Director, will align program plans and budgets with the Strategic Plan. Each quarter, leadership will dedicate time to review implementation progress and evaluate advancements toward the established goals. These quarterly reviews will provide opportunities to identify and address challenges or barriers, promote accountability, and ensure continued progress toward achieving program objectives. The Board of Directors will receive formal updates on progress toward achieving the Strategic Plan's objectives at least once per year.

This ongoing process of analysis and evaluation will allow programs to make timely adjustments based on evolving community conditions, ensuring that the plan remains responsive and effective.

CONCLUSIONS

The goals and objectives outlined in LCAA's 2026-2028 Strategic Plan are directly aligned with the priorities identified in the 2025-2027 Community Needs Assessment, which highlighted Housing, Transportation, and Youth Services as key areas of focus.

This Strategic Plan reflects the collective input of a diverse group of stakeholders, including community residents, frontline staff, agency leadership, and key community partners. As a living document, the plan requires an ongoing commitment from all participants to take action on its goals, monitor implementation, and evaluate outcomes to ensure continued effectiveness.

Clear and consistent internal and external communication will be essential to successfully execute the strategies outlined in this plan. Effective implementation will depend on the sustained focus and collaboration of senior leadership and all staff to address identified needs and achieve measurable progress.

REBECCA PORTER
Executive Director
becky.reynolds@liftca.org

MACY SELF
Associate Director
macy.self@liftca.org

LIFT

COMMUNITY ACTION AGENCY, INC.

ADMINISTRATIVE OFFICE

209 NORTH 4TH - HUGO, OK 74743
WWW.LIFTCA.ORG
580-326-3351

SHEREE ENSLEY
Fiscal Officer
sheree.ensley@liftca.org

RHONDA TEAGUE
Planning Director
rhonda.teague@liftca.org

APARTMENTS 580-326-5654
410 N L - Hugo, OK 74743
Margie Owens, Program Director
margie.owens@liftca.org

CACFP 580-326-9332
1005 S 5th - Hugo, OK 74743
Johnna Yow, Program Director
johnna.yow@liftca.org

CASA 580-298-2921
603 SW B Street - Antlers, OK 74523
DeeDee Atwood, Program Director
dianna.atwood@liftca.org

CHOOSING CHILDBIRTH 580-326-3351
209 N 4th St - Hugo, OK 74743
Becky Porter, Executive Director
becky.porter@liftca.org

CORE DAD 580-326-3351
209 N 4th St - Hugo, OK 74743
Beau Johns, Program Director
beau.johns@liftca.org

603 SW B St - Antlers, OK 74523 580-298-2921
David Jobe - Program Director
david.jobe@liftca.org

312 NW Texas - Idabel, OK 74745 580-286-6472
Kurt Reisdorf, Program Director
kurt.reisdorf@liftca.org

EARLY LEARNING CENTERS 580-584-9801
1008 N Park - Broken Bow, OK 74728
Amy Craven, Program Director
amy.craven@liftca.org

Antlers ELC 580-298-6405
Hugo ELC 580-326-9172
Idabel ELC 580-208-2801

HEAD START ADMINISTRATION/CENTERS
1005 S 5th - Hugo, OK 74743 580-326-7581
Darla Galyon, Program Director
darla.galyon@liftca.org

EHS CENTERS
Antlers EHS 580-298-6405
Hugo EHS 580-326-0709
Idabel EHS 580-208-2517

HS CENTERS
Antlers 580-298-3837
Boswell 1 580-566-2729
Boswell 2 580-566-2766
Broken Bow 580-584-6946
Forest Grove 1 & 2 580-208-2228

HEAD START CENTERS CONTINUED..

Ft. Towson 580-873-2259
Horace Mann 1 580-326-2161
Horace Mann 2 580-326-6977
Horace Mann 3 580-326-3131
Hugo 2 580-326-3781
Hugo 4 580-326-7303
Idabel 1 580-286-5609
Idabel 2 & 3 580-286-3709
Rattan 580-587-2592
Soper 1 580-345-2535
Soper 2 580-345-2664

HEALTHY START 580-326-6441
104 N E - Hugo, OK 74743
Macy Self, Associate Director
macy.self@liftca.org

Antlers 580-298-2921
Atoka 580-364-0205
Broken Bow 580-372-3419
Clayton 918-569-7325
Idabel 580-286-9348

HOMEOWNERSHIP CENTER 580-326-5165
500 E Rosewood - Hugo, OK 74743
Brandon McDaniel, Housing Director
brandon.mcdaniel@liftca.org

Antlers 580-298-2921
Idabel 580-286-6472

LENDING SERVICES 580-326-5165
500 E Rosewood - Hugo, OK 74743
Wade Scott, Loan Officer
wade.scott@liftca.org

RSVP 580-298-2921
603 SW B - Antlers, OK 74523
Trula Walker, Program Director
trula.walker@liftca.org

SAFE PLACE HEALING
HEARTS/SAFE PLACE
HEALING HEARTS
TOO 580-298-2921

603 SW B Street - Antlers, OK 74523
DeeDee Atwood, Program Director
dianna.atwood@liftca.org

SECOND CHANCE 580-406-2616
1005 S. 5th St. Bldg #4 - Hugo, OK 74743
Dionne Frankum, Program Director
dionne.frankum@liftca.org

STATE PARK OPERATIONS

Clayton Lake State Park 918-569-7981
Hugo Lake Park 580-326-0303
Raymond Gary State Park 580-873-2307

T&MA 580-326-5165
500 E Rosewood - Hugo, OK 74743
Owyne Gardner, Program Director
owyne.gardner@liftca.org

TRANSIT 580-326-8176
511 W Jackson - Hugo, OK 74743
Jeannie McMillin, Program Director
jeannie.mcmillin@liftca.org

Antlers 580-298-6565
Broken Bow 580-584-6037
Clayton 918-569-7325
Hugo 580-326-3466
Idabel 580-286-5384

TRI-CORP 580-406-2616
1005 S. 5th St. Bldg #4 - Hugo, OK 74743
Dionne Frankum, Program Director
dionne.frankum@liftca.org

VICTIM ADVOCACY SERVICES
603 SW B Street - Antlers, OK 74523 580-298-2921
DeeDee Atwood, Program Director
dianna.atwood@liftca.org

WEATHERIZATION 580-326-5165
500 E Rosewood - Hugo, OK 74743
Terry Wren, Program Director
terry.wren@liftca.org

WORK READY OKLAHOMA-
IDABEL 580-407-4WRO
110 SE Washington St - Idabel, OK 74745
Kelly Thomas, Program Director
kelly.thomas@liftca.org

YOUTHBUILD 580-326-9490
2204 E Jackson - Hugo, OK 74743
Jami Meredith, Program Director
jami.meredith@liftca.org

YOUTH MENTORING 580-298-2921
603 SW B Street - Antlers, OK 74523
DeeDee Atwood, Program Director
dianna.atwood@liftca.org