



LIFT

Community Action Agency, Inc.

Board of Directors Meeting

JANUARY 13, 2026 • 10:00 AM
HEAD START ADMINISTRATION OFFICE
1005 S. 5TH STREET - HUGO, OKLAHOMA

Our Mission:

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

Board of Directors and/or Executive Committee Meeting
LIFT Community Action Agency, Inc.
Tuesday, January 13, 2026 · 10:00 a.m.
Head Start Administration Office · 1005 S. 5th Street · Hugo, Oklahoma · 74743

AGENDA

- A.** Call to Order and Invocation
- B.** Opening of Board Meeting – Roll Call, Declaration of Quorum, and Introduction of Guests
- C.** Finance/Audit/Loan Committee Report

***Consent Docket** - The following items of business indicated by brackets (D and E, F, G) may be voted upon by a single vote of the Board without discussion, unless and except for any item which any one of the Board desires to have discussion about at the meeting or withdrawn from the Consent Docket and handled individually in order immediately following the completion of the Consent Docket.*

- D.** Vote to Approve December 2025 Regular Meeting Minutes (*Organizational Standard 5.5*)
- E.** Vote to Approve November 2025 Financial Reports; Distribution of December 2025 Financials for February 2026 Consideration and Vote (*OS 8.7*)
- F.** Vote to Approve Submission of Resolutions/Grant Applications – **\$5,750**
 - 1. FY 2026 Network NTI Training Grant & Lodging Benefit Application to NeighborWorks® America - **\$5,750**
- G.** Vote to Approve Acceptance of Grants/Contracts/Awards – **\$466,197.38**
 - 1. Opioid Abatement Grant Subcontract from McCurtain County Board of Commissioners via Oklahoma Office of Attorney General/Opioid Abatement Board - **\$447,000**
 - 2. Round Up Change Program Donation (Court Appointed Special Advocates) from Kwik Chek/McCraw Oil Company Incorporated - **\$3,200**
 - 3. Transportation Services Contract from Oklahoma Office of Management & Enterprise Services
 - 4. FY 2026 Family Violence Prevention and Services Act Grant Award from Oklahoma Office of Attorney General - **\$10,247.38** (*Match: \$2,049.48*)
 - 5. FY 2026 Network NTI Training Grant & Lodging Benefit Award from NeighborWorks® America - **\$5,750**
- H.** Training over Duties, Roles, and Responsibilities/CSBG Information Memorandum #82 Tripartite Boards; Distribution, Discussion/Review, Completion, and Collection of Required Documents (including Code of Conduct and Conflict of Interest Policies/Certification; Board Member Job Descriptions; Demographic/Disclosure Questionnaire; Child Abuse and Neglect Information System Search Form; By-Laws/Addendum and Attestation) Relative to LIFT CAA's Governing Board Members, to be kept on file at the Administrative Office located at 209 N. 4th Street in Hugo, Oklahoma (*OS 5.4, 5.6, 5.7 & 5.8*)
- I.** Consideration and Possible Action to Re-Appoint Jeannie McMillin as LIFT CAA Equal Employment Opportunity Officer
- J.** Consideration and Possible Action to Approve LIFT CAA Equal Opportunity Policy Statement

- K.** Consideration and Possible Action to Approve Waiver/Exemption of Conflict of Interest for BIL25 Department of Energy (DOE) Weatherization Assistance for Betty Langley (step-grandmother-in-law to LIFT CAA employee Macy Self), that a full and proper posting of the disclosure has been made to the public, that no objections have been received from the public, a legal opinion determining there is no violation of Oklahoma or local law, any conflict or potential conflict should be waived, and the expenditure of DOE BIL25 Weatherization Assistance Program funds is fair to LIFT CAA
- L.** Consideration and Possible Action to Elect Board Members for Vacant Committee Seats (*Pursuant to LIFT CAA Amended and Restated By-Laws, Article XI*):
- Board Giving Committee (1)
 - Board Training Committee (1)
 - By-Laws Committee (1)
 - Committee to Research Private & Low-Income Sector Representation for Choctaw County (1)
 - Risk Assessment and Management Committee (1)
- M.** Appoint Chairperson for Board Training Committee (*Pursuant to LIFT CAA Amended and Restated By-Laws, Article XI, Section 2*)
- N.** Appoint Transportation Advisory Council Member
- O.** Board Training/Programmatic Report: Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) and Distribution of 2026-2027 ERSEA Integrated Services Policies and Procedures with Prioritization Schedule/Point System for Review (*OS 5.7 & 5.9*)
- P.** Program Spotlight: YouthBuild (*OS 5.9*)
- Q.** 2025 LIFT CAA Customer Satisfaction Report: 3rd & 4th Quarter Results (*OS 1.3 & 6.4*)
- R.** Recognition of January 2026 Employee of the Month:
Terry Wren, Director – Weatherization Program
- S.** Recognition of Service Award
Thirty Years: Donna Hudson, Transit Clerk – Transit Program
- T.** Other Reports/Announcements/Correspondence: Head Start Programs Monthly Reports (Program Summary, Communication and Guidance, Enrollment/Attendance, Meals/Snack, Data Analysis); Office of Head Start Focus Area 2: Comprehensive Services Review Notifications; Head Start Enrollment Letter of Completion; FY 2026 Classroom Assessment Scoring System (CLASS®) Review Notification; 2025 Holiday Food Basket Report; 2025 Red Kettle Campaign Report; National Stalking Awareness Month (*OS 5.9*)
- U.** Consideration and Possible Action on New Business (*Not known about or which could not have been reasonably foreseen prior to time of posting the Agenda, Oklahoma Statute Title 25 § 311*)
- V.** Vote to Adjourn

Posted: _____ Date: _____ Time: _____

LIFT COMMUNITY ACTION AGENCY, INC.
209 NORTH 4TH STREET
HUGO, OKLAHOMA 74743

MINUTES
BOARD OF DIRECTORS MEETING
December 9, 2025
Head Start Administration Office - Hugo, Oklahoma

The Board of Directors of LIFT Community Action Agency, Inc. met in a regular meeting session on Tuesday, December 9, 2025 at 10:03 a.m. The meeting was held at LIFT CAA's Head Start Administration Office, located at 1005 S. 5th Street in Hugo, Oklahoma. The notice of time, place, and an agenda for the meeting were posted 24 hours prior within prominent view at the main office (209 N. 4th St., Hugo, Oklahoma) and the meeting site (1005 S. 5th St., Hugo, Oklahoma) as well as online at <https://liftca.org/board/>.

The meeting was called to order by Chairman William Smith.

The Invocation was given by Board Member David Hawkins.

Roll Call was taken, and a quorum was established (17 Board Members present, 6 absent). The following Board Members were present at the meeting site: Tami Barnes, Colby Bryant, Brad Burgett, Kevin Cory, Lori Greer, David Hawkins, Andrea Henkel, Jordan Hill, Sharon Johnson, Sandra Meeks, David Smith, William Smith, Consuelo Splawn, Jim Bob Sullivan, Vicky Wade, Debra Williams, and Craig Young. The following members were absent: Brent Franks, Brad Gernand, Kristi Graham, Jia Johnson, Vickie Leathers, and Carolyn Pool. LIFT CAA employees and visitors present at the meeting site were: Kinsey Cox, Rhonda Teague, DeeDee Atwood, Tonya Finley, Macy Self, Branden Billy, Rebecca (Reynolds) Porter, Jeannie McMillin, Sheree Ensley, Jordan Mack, Kathy James, Raquel Lunde, Brandon McDaniel, Mattie McKee, Susie Mashburn, Ashley Gaddy, Dionne Frankum, and Jessica Watts.

In order to be in compliance with the Open Meeting Act (Title 25, Oklahoma Statutes §§ 301-314), the vote of each member was publicly cast and recorded. The agenda contained Consent Docket items of business and the rules that pertain to voting on the items.

The Board recognized Kevin Cory as elected representative for the Choctaw County Emergency Food and Shelter Board, a Low-Income Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028).

The Board recognized David Hawkins as elected representative for Idabel Nutrition Center, a Low-Income Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028).

William Smith, Chairman, requested the Board's consideration and possible action to accept Brad Burgett as appointed representative for the Pushmataha County Board of Commissioners, a Public Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028). A motion was made by Andrea Henkel and seconded by Colby Bryant to accept Brad

Burgett as appointed representative for the Pushmataha County Board of Commissioners, a Public Entity on the LIFT CAA Board of Directors. The roll call vote was as follows: Yes 15; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item E).

William Smith, Chairman, requested the Board's consideration and possible action to accept Brent Franks as appointed representative for the Pushmataha County Ministerial Alliance, a Private Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028). A motion was made by Brad Burgett and seconded by Jim Bob Sullivan to accept Brent Franks as appointed representative for the Pushmataha County Ministerial Alliance, a Private Entity on the LIFT CAA Board of Directors. The roll call vote was as follows: Yes 15; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item F).

William Smith, Chairman, requested the Board's consideration and possible action to accept Lori Greer as appointed representative for the Hugo Area Chamber of Commerce, a Private Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028). A motion was made by Colby Bryant and seconded by Debra Williams to accept Lori Greer as appointed representative for the Hugo Area Chamber of Commerce, a Private Entity on the LIFT CAA Board of Directors. The roll call vote was as follows: Yes 15; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item G).

William Smith, Chairman, requested the Board's consideration and possible action to accept Jia Johnson as appointed representative for the Idabel Chamber of Commerce and Agriculture, a Private Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028). A motion was made by Brad Burgett and seconded by Andrea Henkel to accept Jia Johnson as appointed representative for the Idabel Chamber of Commerce and Agriculture, a Private Entity on the LIFT CAA Board of Directors. The roll call vote was as follows: Yes 15; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item H).

William Smith, Chairman, requested the Board's consideration and possible action to accept David Smith as appointed representative for the City of Antlers, a Public Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028). A motion was made by Jim Bob Sullivan and seconded by Craig Young to accept David Smith as appointed representative for the City of Antlers, a Public Entity on the LIFT CAA Board of Directors. The roll call vote was as follows: Yes 15; No 0; Abstain 1. The motion carried. The Voting Record is attached (Item I).

William Smith, Chairman, requested the Board's consideration and possible action to accept Craig Young as appointed representative for the City of Idabel, a Public Entity on the LIFT CAA Board of Directors (entity to expire 12/31/2028). A motion was made by Debra Williams and seconded by Colby Bryant to accept Craig Young as appointed representative for the City of Idabel, a Public Entity on the LIFT CAA Board of Directors. The roll call vote was as follows: Yes 15; No 0; Abstain 1. The motion carried. The Voting Record is attached (Item J).

Sheree Ensley, Fiscal Officer, provided the Board with the Finance/Audit/Loan Committee Report. The Committee met on December 9, 2025 prior to the Board Meeting. The Committee received a status report on all active loans; there were no new loan applications to present. The Committee voted to recommend full Board approval of the agency's Financial Reports for

September 2025 and October 2025. The Committee was presented with the November 2025 Financial Reports. The proposed updates to the Financial Services Manual and 2026 Agency-Wide Budget were also presented and reviewed with the Committee. These will be voting items for approval by the full Board later in the meeting.

CONSENT DOCKET ITEMS

CONSIDER APPROVAL OF MEETING MINUTES/FINANCIAL REPORTS

William Smith, Chairman, requested the Board's vote to approve the October 2025 Regular Meeting Minutes and the September 2025 and October 2025 Financial Reports; the November 2025 Financials were distributed for consideration and vote at the January 2026 Board Meeting (Organizational Standards 5.5 and 8.7). A motion was made by Andrea Henkel and seconded by Tami Barnes to approve the October 2025 Regular Meeting Minutes and September 2025 and October 2025 Financial Reports. The roll call vote was as follows: Yes 15; No 0; Abstain 1. The motion carried. The Voting Record is attached (Items L & M).

CONSIDER SUBMISSION OF RESOLUTIONS/GRANT APPLICATIONS

William Smith, Chairman, requested the Board's vote to approve agency submission of Resolutions and Grant Applications, as follows:

1. Child Care Stabilization Grant Program Application (Year 5, Early Learning Centers) to Choctaw Nation of Oklahoma, Child Care Assistance Program in the amount of \$72,000; if awarded, these funds will provide key operating support to maintain child care services within the Early Learning Centers.
2. PY 2025 Department of Energy Weatherization Assistance Program Application to Oklahoma Department of Commerce/Community Development in the amount of \$517,953; if awarded, these funds will be used to support LIFT's Weatherization Program and provision of services within Region 5 (Atoka, Bryan, Carter, Choctaw, Coal, Johnston, Love, Marshall, McCurtain, Murray, Pontotoc, and Pushmataha Counties).
3. Transportation Services Contract Bid to Oklahoma Office of Management and Enterprise Services, Central Purchasing Division; if awarded, the funding will be used for the provision of transportation services for Temporary Assistance for Needy Families (TANF) participants and clients of other similar programs, for the purpose of reporting to work-related activities in Choctaw, McCurtain, and Pushmataha Counties. Transportation may also be provided for additional activities, such as substance abuse treatment, mental health treatment, and job search activities, as well as the transport of participant children to and from daycare facilities. While there is not a total amount of funding associated with the bid, LIFT CAA is proposing reimbursement for services at \$2.99/mile.
4. FY 2026 Flexible Impact Grant Application to NeighborWorks® America in the amount of \$260,000; if awarded, funding under the Expendable category will be to support Housing Department staff and other operational expenses associated with the agency's housing and lending lines of business. In addition, funding under the Capital category will be used to make improvements to LIFT CAA's multi-family properties and/or increase homeownership opportunities via the residential lending line of business.
5. FY 2026 Retired and Senior Volunteer Program Grant Application (Continuation) to AmeriCorps in the amount of \$107,100; if awarded, funding will be used to support

operations of the AmeriCorps Seniors Retired and Senior Volunteer Program within the second year of the three-year grant cycle.

6. FY 2026 Healthy Start Initiative: Eliminating Disparities in Perinatal Health Grant Application (Continuation, Year 13) to Health Resources and Services Administration in the amount of \$1,100,000; if awarded, these funds will be utilized during the second year of the five-year grant cycle to: 1) improve access to quality health care and services for women, infants, children, and families through outreach, care coordination, health education and linkage to health insurance, 2) build healthy communities and ensure ongoing, coordinated, comprehensive services are provided in the most efficient manner through effective service delivery, 3) strengthen the health workforce, specifically those individuals responsible for providing direct services, and 4) promote and improve health equity by connecting with appropriate organizations.

After discussion and Board Member input with regards to the applications presented, a motion was made by Jim Bob Sullivan and seconded by Brad Burgett to approve the submission of resolutions and/or grant applications in the amount of \$2,057,053 presented as listed on the Consent Docket. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item N).

CONSIDER ACCEPTANCE OF GRANTS/CONTRACTS/AWARDS

William Smith, Chairman, requested the Board's vote to approve agency acceptance of Grants, Contracts, and Awards, as follows:

1. Child Care Stabilization Grant Program Awards (Year 5/Quarter 1, Early Learning Centers) from Choctaw Nation of Oklahoma in the amount of \$18,000; these funds for the first quarter of the Year 5 funding period will provide key operating support to maintain child care services within the Early Learning Centers.
2. Choosing Childbirth Act Award (Year 2) from Oklahoma State Department of Health in the amount of \$800,000; these funds will support continued operations of the tri-county Choosing Childbirth Program during the second year of the grant. This funding will support pregnant women and those who may become pregnant through the provision of direct and indirect services, with 120 women to be served during Year 2. Direct services include delivery of evidence-based curriculum, parenting education, case management, employment, transportation, housing, nutrition, and education assistance.
3. Child and Adult Care Food Program Grant Award from Oklahoma Department of Education in the amount of \$2,222,403.54 (Head Start/Early Head Start – up to \$721,000; Early Learning Centers – up to \$128,890.17; CACFP – up to \$1,372,513.37); this consolidated award will allocate funding across the three distinct program areas, as follows:
 - Head Start/Early Head Start – these funds (up to \$721,000), will be used to provide children enrolled in the agency's Head Start or Early Head Start Programs with adequate nutritional meals appropriate for their age group. Meals include breakfast, snacks, and lunch. Funding will support food-related supplies and salaries for the Cooks needed for food service operations under the programs.
 - Early Learning Centers – these funds (up to \$128,890.17), will be used to provide breakfast, lunch, and snacks to students of the Early Learning Centers in Antlers, Broken Bow, Hugo, and Idabel. Centers may be reimbursed for three meal services (two meals and one snack or two snacks and one meal) per student per day; funding will also support food service-related supplies and operations costs.

- Child and Adult Care Food Program – these funds (up to \$1,372,513.37) will be used for program operations, including training daycare home providers, site visits to monitor and assist these providers, and other operational needs of the program, as well as to support food reimbursement claims filed by the participating daycare home providers within the 45 Oklahoma counties served by the program. These providers are reimbursed for meals and snacks being served to an estimated 3,000 children daily.
- 4. PY 2025 Department of Energy Weatherization Assistance Program Award from Oklahoma Department of Commerce in the amount of \$517,953; these funds will be used to support LIFT's Weatherization Program and provision of services within Region 5 (Atoka, Bryan, Carter, Choctaw, Coal, Johnston, Love, Marshall, McCurtain, Murray, Pontotoc, and Pushmataha Counties).
- 5. FY 2026 Head Start/Early Head Start Program Grant Award (Continuation) from Administration for Children and Families, Office of Head Start in the amount of \$4,614,531; these funds will provide support for program operations and training/technical assistance for the Head Start and Early Head Start Programs for a period of one year (12/1/2025–11/30/2026), with a funded Federal enrollment of 282 children (234 Head Start, 48 EHS).
- 6. FY 2025 NeighborWorks Financial Capability Capacity Building Cohort Award (2nd Allocation) from NeighborWorks® America in the amount of \$13,000; this funding will be used for staff training and coaching technical assistance to facilitate the implementation and operation of Financial Capability programming. The total amount awarded for FY 2025 is \$20,000.

A motion was made by Andrea Henkel and seconded by Craig Young to approve acceptance of grants, contracts, and awards in the amount of \$8,185,887.54 as presented and listed on the Consent Docket. The roll call vote was as follows: Yes 15; No 0; Abstain 1. The motion carried. The Voting Record is attached (Item O).

Rebecca (Reynolds) Porter, Executive Director, requested the Board's consideration and possible action to approve LIFT CAA's Whistleblower Policy (Organizational Standard 7.7). To support good governance practices, Porter noted that it was an appropriate time for the Board to review and reaffirm the agency's Whistleblower Policy. She stated that agency leadership had updated the policy and that it was subsequently reviewed by legal counsel to ensure alignment with applicable laws and best-practice standards. Periodic Board review helps maintain compliance with CSBG Organizational Standard 7.7 and ODOC guidance, which emphasize the importance of having a clear process for reporting concerns. Porter also explained that the Whistleblower Policy provides a framework for employees and volunteers to report suspected wrongdoing or policy violations without fear of retaliation, helping safeguard the integrity of the agency. A motion was made by Jim Bob Sullivan and seconded by Jordan Hill to approve LIFT CAA's Whistleblower Policy. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item P).

Jeannie McMillin, Transit Director, requested the Board's consideration and possible action to approve updates to the LIFT Transit Americans with Disabilities Act Policy. McMillin explained that the proposed updates were recommended during an on-site monitoring visit conducted by the Department of Transportation. The revisions clarify expectations regarding the

transport of service animals, the responsibilities of owners/handlers, and the limited questions staff may ask to verify a service animal. These changes strengthen the policy by providing clearer direction for drivers and dispatch personnel while ensuring riders with disabilities receive consistent and lawful access to transit services. A motion was made by Jordan Hill and seconded by David Hawkins to approve updates to the LIFT Transit Americans with Disabilities Act Policy. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item Q).

Sheree Ensley, Fiscal Officer, requested the Board's consideration and possible action to approve updates to the LIFT CAA Financial Services Manual (Organizational Standard 8.10). Ensley explained that the proposed updates were recommended per the recent Transit on-site monitoring review. She noted that the revisions include adding ADA-related complaints to the agency's record retention requirements, updating time and attendance procedures to reflect the agency's transition to NetSuite for payroll and HR functions, and clarifying that overtime must be approved solely by the Executive Director. These changes strengthen internal controls, improve consistency across departments, and help ensure continued compliance with federal and state guidance. A motion was made by Jim Bob Sullivan and seconded by Brad Burgett to approve updates to the LIFT CAA Financial Services Manual. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item R).

Sheree Ensley, Fiscal Officer, requested the Board's consideration and possible action to approve the 2026 Agency-Wide Budget (Organizational Standard 8.9). The proposed budget for the upcoming year is a "best estimate" based on current activities, last year's audit, and projected funding. Ensley also pointed out that the Finance/Audit/Loan Committee has reviewed the proposed 2026 Agency-Wide Budget, as stated during the Committee report. A motion was made by David Smith and seconded by Debra Williams to approve the 2026 Agency-Wide Budget. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item S).

Rebecca (Reynolds) Porter, Executive Director, requested the Board's consideration and possible action to remove Dawn McDaniel as an authorized check signer for LIFT Community Action Agency, Inc. Porter explained that this action is necessary as Dawn McDaniel has resigned her position with the agency, to become effective December 12, 2025. A motion was made by Brad Burgett and seconded by Sandra Meeks to remove Dawn McDaniel as an authorized check signer for LIFT Community Action Agency, Inc. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item T).

Rebecca (Reynolds) Porter, Executive Director, requested the Board's consideration and possible action to approve Rhonda Teague as an authorized check signer for LIFT Community Action Agency, Inc. This approval is necessary to have a sufficient number of check signers available on a day-to-day basis, as the agency employs a system of checks and balances that requires two authorized signatures on each check issued. Rhonda Teague is the Planning Director within the LIFT CAA Administration Office. A motion was made by Jordan Hill and seconded by Jim Bob Sullivan to approve Rhonda Teague as an authorized check signer for LIFT Community Action Agency, Inc. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item U).

Sheree Ensley, Fiscal Officer, requested the Board's consideration and possible action to approve closing of an account at Shamrock Bank. Ensley noted that the account ending in 1587 has not held funds in two years and is not being used for any programmatic or operational purpose. She explained that closing inactive accounts is a standard internal-control measure that helps streamline financial management and reduce unnecessary administrative oversight. A motion was made by Debra Williams and seconded by David Smith to approve closing of the agency account ending in 1587 at Shamrock Bank. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item V).

Kinsey Cox, Administrative Assistant/CSBG Administrator/Public Relations Specialist, requested the Board's consideration and possible action to approve the 2026–2028 LIFT CAA Strategic Plan (Organizational Standards 4.3 and 6.1-6.4). Cox first explained about the Community Needs Assessment, which works to assess and respond to the causes and conditions of poverty in the community, and drives the Strategic Plan. The Community Needs Assessment serves as a guide and resource for strategic planning, developing program priorities, justifying the need for funding, and ensuring agency work/efforts align with the CSBG goals of addressing and alleviating poverty. During the Community Needs Assessment process, Board Members served in Focus Groups with front-line staff, leadership, program directors and supervisors to prioritize the results and decide which needs LIFT CAA should address (in alignment with its mission). The resulting top three prioritized needs identified by the 2025–2027 Community Needs Assessment was: Housing, Transportation, and Youth Services. Cox also explained about ROMA (Results Oriented Management and Accountability) and its cycle. The Strategic Plan demonstrates how LIFT CAA's activities are representative of the full ROMA cycle, with the ultimate goal being to provide services that lead to long-term positive change, thereby having an impact on poverty and moving families in the direction of self-sufficiency. As a Community Action Agency, LIFT CAA is required to have a three- to five-year Strategic Plan. The agency's current plan (2023–2025) was approved by the Board of Directors in December 2022; as such, a new plan is needed beginning in 2026. The strategic planning process for the new plan included input and participation from the community, customers, LIFT CAA staff, and Board Members. Board participation included conducting a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, as well as a review of the agency's Mission, Vision, and Values Statements. As a Nationally Certified ROMA Implementer, Cox aided the agency in accomplishing the task of writing the agency's new 2026–2028 Strategic Plan. The Plan includes one Family Level Goal (centered on Housing), two Community Level Goals (focused on Transportation and Youth Services), and one Agency Level Goal (dealing with agency capacity and growth). Each goal has accompanying objectives, strategies, measures and benchmarks for achievement. If approved, LIFT CAA will utilize the 2026–2028 Strategic Plan to combat the areas of need identified in the 2025–2027 Community Needs Assessment. After providing a thorough review and analysis of the proposed 2026–2028 LIFT CAA Strategic Plan, Cox facilitated discussion and fielded questions from the Board. A motion was made by David Smith and seconded by Craig Young to approve the 2026–2028 LIFT CAA Strategic Plan. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item W).

Rebecca (Reynolds) Porter, Executive Director, requested the Board's consideration and possible action to approve LIFT CAA to act as Fiscal Agent for the Choctaw County Freestanding Multidisciplinary Team and contract with the Oklahoma Commission on Children and Youth

(\$34,622.59 Maximum Contract Total, Period: 1/1/2026–12/31/2026). Porter explained that currently, LIFT CAA is serving as the Fiscal Agent since the Multidisciplinary Team does not have the capacity to administer the contract on their own. The contract provides support for a Forensic Interviewer and Coordinator as well as for those members of the team to travel to meetings or to receive necessary training. A motion was made by Jim Bob Sullivan and seconded by Kevin Cory to approve LIFT CAA to act as Fiscal Agent for the Choctaw County Freestanding Multidisciplinary Team and contract with the Oklahoma Commission on Children and Youth for the period of 1/1/2026–12/31/2026 at a maximum contract total of \$34,622.59. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item X).

Rebecca (Reynolds) Porter, Executive Director, requested the Board's consideration and possible action to approve LIFT CAA to act as Fiscal Agent for the Pushmataha County Freestanding Multidisciplinary Team and contract with the Oklahoma Commission on Children and Youth (\$34,622.59 Maximum Contract Total, Period: 1/1/2026–12/31/2026). Porter explained that currently, LIFT CAA is serving as the Fiscal Agent since the Multidisciplinary Team does not have the capacity to administer the contract on their own. The contract provides support for a Forensic Interviewer and Coordinator as well as for those members of the team to travel to meetings or to receive necessary training. A motion was made by Brad Burgett and seconded by Jordan Hill to approve LIFT CAA to act as Fiscal Agent for the Pushmataha County Freestanding Multidisciplinary Team and contract with the Oklahoma Commission on Children and Youth for the period of 1/1/2026–12/31/2026 at a maximum contract total of \$34,622.59. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item Y).

DeeDee Atwood, Victim and Youth Services Director, and Kathy James, Senior Program Planner, provided a Board Training/Programmatic Report over the LIFT CAA Victim Services Programs, Annual Evaluation, and a review of the Mission Statement (Organizational Standards 5.7 and 5.9). This training and evaluation is a requirement for the agency's Domestic Violence, Sexual Assault, Stalking Victim Services Program Certification through the Oklahoma Office of the Attorney General. The agency was granted temporary certification status in September 2019 and received full certification (for a three-year period) in 2021. The agency is currently undergoing the recertification process. Atwood introduced the staff of the programs and provided the Board with an overview of domestic and dating violence, sexual assault, and stalking. James reviewed the Victim Services Programs Policies and Procedures Manual, stand-alone policies and standards of conduct, which provide the basis for operations of the programs. The Manual was developed in accordance with the standards and criteria set forth in the Oklahoma Administrative Code, Title 75, Chapters 1 and 15, as well as information included on the DVSA Certification Review Forms and guidance from the Oklahoma Office of the Attorney General. James reviewed with the Board the Mission Statement of the Victim Services Programs to ensure it aligns with current standards and practices, confirming that it is documented as required. James also reviewed the Philosophy underlying the standards and criteria for domestic violence and sexual assault programs (Oklahoma Administrative Code § 75:15-1-1.1), which is based upon voluntary services and individual self-determination. The approved Philosophy of service provision and Victim Services Programs Policies and Procedures Manual is made available to the community, staff, volunteers, and clients. James reviewed the programs and services (for each component) under the Victim

Services Program Certification, which include: Court Appointed Special Advocates (established in 1997), Safe Place Healing Hearts (est. 2017), Safe Place Healing Hearts Too (est. 2021), and Victim Advocacy Services (est. 2015). James then reviewed the rules, standards, and criteria followed by these programs to ensure the multicultural needs of clients are met. She reviewed confidentiality standards/practices within the programs (including verbal confidentiality and client records); LIFT CAA's Victim Services Programs comply with both State and Federal laws governing confidentiality and any exceptions to those laws. James explained client rights and grievance procedures, as well as legal and ethical issues faced by the Victim Services Programs. Additionally, program staff have undergone a great deal of training to help understand the complexities of domestic violence, sexual assault, and stalking, as well as the laws and ethics that impact this work. The programs also have a great network of partners that provide technical assistance when needed. James then reviewed the generalized goals for each program (initially approved by the Board in March 2019 and thereafter with the annual Program Evaluation and grant approvals), consistent with the existing goals and activities/work being conducted. However, to better demonstrate compliance with the standards, the program goals have become a standalone annual approval item by the Board, which last took place on January 14, 2025. James also presented the proposed Code of Professional Ethics for the programs (to be considered for approval later in the meeting), which is a new requirement per the revisions to the Standards in July 2025. James then presented the Annual Program Evaluation and explained that an evaluation of LIFT CAA's Victim Programs' services, facilities, and policies and procedures is conducted each year. This assessment helps to identify special populations of victims who are underserved or have special needs. The annual Evaluation utilizes information derived from client service data, staff evaluations, the Advocacy and Supportive Services Feedback Form (Evaluation Template), surveys, and other programmatic information (such as reports submitted to funding sources, progress reporting, financial statements, etc.). The evaluation data is submitted to the Board for review and approval each year. James then provided an evaluation report for the Victim Services Programs for the period of July 1, 2024 to June 30, 2025. During this period, the programs served a total of 204 primary victims and 58 secondary victims. Primary victims by type of crime included: 27 physical assault, 3 adult sexual assault, 55 child physical abuse or neglect, 27 child sexual abuse/assault, 94 domestic, dating or family violence, and 2 stalking/harassment. Each of these crimes were perpetrated against individuals in the service area (some clients had multiple categories of victimization). Of the total victims served (262), 66% were female (or 174) and 34% were male (or 88). The majority of the victims served were White/Caucasian (58%) and between the ages of 0-12 (44%), followed by American Indian/Alaska Native (18%) and the 25-59 age group (31%). This year reflected a shift in the most frequently served age group, which may be attributed to increased operational capacity within the Safe Place Healing Hearts Too Program following full staffing achieved in November 2024. In addition, 5% of total victims served had a cognitive, physical, or mental disability (13). There were also 22 victims served (or 8%) who were homeless. Clients of LIFT CAA's victim services programs were provided with emotional support, advocacy, emergency assistance, referrals, court accompaniment, and follow-up services as appropriate, in addition to comprehensive case management. Along with core program services, clients also received emergency food, medication, housing, and/or transportation assistance. Furthermore, 26 children within the CASA Program had their cases closed during the performance period, achieving reunification or safe placement. Based on program assessment of services and victims served/feedback, special populations of victims who are underserved or have special needs include victims of assault and those individuals with a disability or who are experiencing

homelessness. Client and partner interviews were conducted to evaluate the services provided. Of the program clients surveyed, 92% said the assistance they received was “very helpful” while 8% rated services as “helpful”. Additionally, 100% of clients reported they knew more ways to plan for their safety and 99% reported they were more hopeful about their future. Most importantly, 100% of clients would recommend the programs. Furthermore, 100% of partners strongly agree they are satisfied with the programs, and find the programs to be helpful, to have increased their knowledge, and to have enhanced/improved their efforts and service to victims. With regards to evaluation of facilities, there were no issues found during the period of performance. All policies and procedures concerning the Victims Services Programs were reviewed during the performance period. Revisions to the Victim Services Programs Policies and Procedures Manual were approved by the Board on January 14, 2025, and were necessary to reflect current practice/procedures and revised standards. In addition to the Policies and Procedures Manual, changes were also made to the Client Grievance Policy and Procedures, which were updated to reflect current operations, agency, and personnel changes. No other changes were made to the policies and procedures.

Kathy James, Senior Program Planner, requested the Board’s consideration and possible action to approve the Victim Services Programs Philosophy of Service Provision, Annual Program Goals, Code of Professional Ethics, and Annual Evaluation (Organizational Standard 5.7). James explained that these approvals are a requirement for the agency’s Domestic Violence, Sexual Assault, Stalking Victim Services Program Certification through the Oklahoma Office of the Attorney General. She reviewed with the Board the Philosophy of Service Provision. The philosophy guiding services for victims of domestic violence, sexual assault, and stalking is grounded in the belief that every person has the right to live free from fear, coercion, and violence and deserves dignity, respect, and autonomy. Perpetrators are solely responsible for their behavior, and a strong, coordinated community response is essential to promoting safety and accountability. Services are delivered in a trauma-informed, culturally responsive, non-judgmental manner that prioritizes survivor self-determination, well-being, and empowerment. James then explained that goals are approved for the individual Victim Services Programs (Court Appointed Special Advocates, Safe Place Healing Hearts, Safe Place Healing Hearts Too, and Victim Advocacy Services) typically in conjunction with various grant applications at different times during the year. However, this action approves more generalized annual goals for each program, consistent with the existing goals and activities/work being conducted. She then reviewed the newly developed Code of Professional Ethics, which establishes the behavioral expectations, guiding values, and professional standards required of all staff and volunteers within LIFT’s Victim Services Programs. The Code outlines commitments to confidentiality, survivor-centered and trauma-informed practice, professional competence, cultural responsiveness, and maintaining healthy boundaries in all interactions. The Code helps ensure that services are delivered ethically, respectfully, and in full compliance with OAC Standards. Lastly, James reiterated that the Annual Evaluation for the Victim Services Programs had been presented during the previous agenda item and noted that it assessed the services, facilities, and policies and procedures for the reporting period of July 1, 2024 to June 30, 2025. After approval, the Philosophy, Goals, Code of Professional Ethics, and Annual Evaluation will be disseminated to staff and volunteers, and made available to the community and clients. A motion was made by Andrea Henkel and seconded by Sharon Johnson to approve the Victim Services Programs Philosophy of Service Provision, Annual Program Goals, Code of Professional Ethics, and Annual Evaluation as presented. The roll call

vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. The Voting Record is attached (Item AA).

Kinsey Cox, Administrative Assistant/CSBG Administrator/Public Relations Specialist, provided a Board Training/Programmatic Report which included an update on the ROMA Process, 2025 Community Action Plan with Logic Models/Results, and 2023-2025 Strategic Plan: Agency Program and Performance Evaluation, Success of Specific Strategies, Progress on Meeting Goals (Organizational Standards 4.2, 4.3, 4.4, 5.7, 5.9 and 6.5). As a CSBG-funded entity, LIFT CAA's primary goal is to provide services for individuals and families with low incomes in order to alleviate and eradicate the causes and conditions of poverty. The 2025 Community Action Plan and Logic Models provide the Oklahoma Department of Commerce with descriptions of what the agency is doing in order to address poverty. The Community Action Plan is a direct reflection of the Community Needs Assessment and Strategic Plan. It is a guide to use throughout 2025 to help the agency stay on track with addressing the prioritized needs. To that end, it also contains Logic Models which identify the top three prioritized community needs (Housing, Transportation, and Youth Services) as well as an agency-level goal (increase capacity). The Logic Models show specific activities and expected outcomes for each of these needs and agency-level goal. The Community Action Plan also includes a detailed breakdown of Performance Outcomes, which provides outcomes by program, contract amounts and outcome measures, as well as targets. Cox then provided the Board with Community Action Plan and Logic Model results (including the success of specific strategies outlined in the plan and progress made over the year); she also explained how data is tracked/analyzed consistently and continuously. She referenced factors that either potentially or actually contributed to either exceeding or not meeting stated performance targets. Cox also described the process of data collection, review and analysis utilizing CAPTAIN and other agency client/service tracking systems. Each of these documents demonstrates how LIFT CAA's activities are representative of the full ROMA (Results Oriented Management and Accountability) cycle, with the goal being to provide services that lead to long-term positive change, thereby having an impact on poverty and moving families in the direction of self-sufficiency. ROMA is a continuous process of assessing needs, using that data for planning to address the needs, providing services and implementing strategies, documenting and reporting progress, and continuously analyzing the results to determine if interventions or services are working. The Community Action Plan helps ensure fidelity to this process. Cox facilitated discussion with the Board to further their understanding of the process, the 2025 Community Action Plan, and Logic Models/Results, which were included in the Board Meeting packet. Next, Cox provided the Board with an update on the agency's 2023-2025 Strategic Plan, and detailed the success of specific strategies and progress in meeting Goals. Cox provided an overview of the Community Needs Assessment process and the 2023-2025 Strategic Plan, which was included in the Board Meeting packet. She explained how the Strategic Plan is representative of needs and strategies identified during the Community Needs Assessment, and serves as a roadmap for the accomplishment of short- and long-term goals. The Strategic Plan also demonstrates how LIFT CAA's activities are representative of the full ROMA cycle, with services that lead to long-term positive change, impacting poverty and promoting self-sufficiency. A Nationally-Certified ROMA Trainer (Julia Teska, Ph.D.) assisted with the creation and implementation of the Strategic Plan to ensure it met with all Community Services Block Grant and Oklahoma Department of Commerce requirements. The Plan includes one Family Level Goal (centered on Housing), two Community Level Goals (focused on Substance Use/Abuse and Economic Development), and one Agency

Level Goal (dealing with increasing capacity). Cox reviewed each goal's accompanying objectives, strategies, measures, and benchmarks for achievement. She then provided the Board with an update on progress towards meeting the goals of the Strategic Plan during the last 12 months, and facilitated discussion with the Board regarding such progress.

Rebecca (Reynolds) Porter, Executive Director, provided the Board with a report on the Agency-Wide Comprehensive Risk Assessment. To comply with Organizational Standard 4.6, each Community Action Agency must complete an in-depth Risk Assessment to help identify any potential for fraud, legal issues, safety concerns, and other things that could cause harm to the agency as a whole. Porter explained that the agency utilized an online risk assessment tool developed through a collaboration between the National Community Action Partnership and Nonprofit Risk Management Center. The Risk Assessment was completed on November 25, 2025 and generated a 67-page report (provided as a handout) containing feedback and recommendations based on the responses to each section of the assessment tool. The Risk Assessment covered general and specific topics, including governance, facilities and building security, financial reporting, transportation, and technology. Porter reviewed the report with the Board, outlining recommendations to minimize risk. Based on review of the report, the agency's practices, policies, and procedures appear to be sufficient to minimize and manage risk; no areas of the report showed any significant weakness or concerns. A more comprehensive, thorough review of the report will be conducted by the Risk Assessment and Management Committee in conjunction with the Risk Manager, LIFT CAA leadership, and staff. The goal will be to identify and prioritize potential risks, then develop strategies intended to reduce any and all risk to the greatest possible extent.

Brandon McDaniel, Housing Director, provided a Board Training/Programmatic Report over Quarterly and Year-to-Date Housing Production as reported to NeighborWorks® America (Organizational Standards 5.7 and 5.9). McDaniel provided a review and facilitated discussion with the Board regarding Quarterly Housing Production for the period of July 1 through September 30, 2025, as well as Year-to-Date Housing Production (October 2024–September 2025). The production reports provided insight into activities such as numbers of homeowners created, preserved homeownership, and rental homes constructed, acquired and preserved, as well as numbers of individuals having received housing counseling.

Kathy James, Senior Program Planner, provided a Board Training over the Civil Rights Training for Grantees (Organizational Standard 5.7). Prior to the meeting, Board Members were sent the U.S. Department of Justice Civil Rights Training PowerPoint presentation for review to help reinforce the training material provided.

Susie Mashburn, Early Childhood Development and Curriculum Coach, provided a Board Training/Programmatic Report over the Head Start Programs Child Outcomes/Assessment Results for Fall 2025-2026 (Organizational Standards 5.7 and 5.9).

Jeannie McMillin, Transit Director, provided the Board with the Transportation Advisory Council Report (Organizational Standard 5.9). The Transportation Advisory Council was established during the April 2021 Board Meeting for the Transit Program with regards to funding received from the Kiamichi Economic Development District of Oklahoma's Area Agency on Aging Division. These KEDDO funds help to fill a gap in transportation services for older

Americans (60 years of age or older) who do not qualify for Medicaid, Tribal, or other free transportation services. The Transportation Advisory Council regularly convenes each quarter, with a primary purpose to inform agency leadership of the transportation needs of older Americans within their communities, and serves an essential function in helping to identify and address transportation barriers, challenges, and resources. During the 18th meeting, held on December 9, 2025 (prior to the Board Meeting), Advisory Council members were briefed on the service results so far. Advisory Council members were also asked to report on any new or additional identified gaps in transportation needs in their communities; no such gaps were reported.

Jeannie McMillin, Transit Director, provided the Board with a Program Spotlight regarding LIFT Transit and the newly implemented PICK Transportation Service (Organizational Standard 5.9). McMillin first provided an overview of the PICK Transportation Service, a new curb-to-curb, on-demand mobility program now operating in the communities of Hugo and Idabel, Oklahoma. PICK Transportation is designed to increase access to essential destinations such as employment, medical appointments, shopping, social activities, schools, and recreational sites. Riders schedule trips through the VIA PICK Transportation mobile app, selecting PICK as their service option and choosing their preferred payment method. The service currently operates Monday through Thursday from 5 p.m. to 9 p.m., Friday from 5 p.m. to 10 p.m., and Saturday from 10 a.m. to 2 p.m., with a standard fare of \$3.00 per trip. McMillin noted that September 22, 2025 marked the soft launch of the PICK Service, allowing staff to test operations, gather rider feedback, and refine procedures prior to broader public promotion. A more comprehensive hard launch of the service is planned, which will include distribution of printed materials, a coordinated press release, and expanded community outreach efforts. The service is operated by LIFT Transit and supported by a centralized dispatch center located in Big Cabin, Oklahoma.

Andrea Henkel, Board Member, provided the Board Giving Report (Organizational Standard 5.7). To date, 17 of the currently seated 23 Board Members have provided a monetary donation to the agency during 2025. Achieving 100% of giving by the Board is the goal as it is an eligibility requirement by many private funders and foundations. Any amount is appreciated and ensures the agency's ability to apply for funds where Board giving is a threshold requirement. Board Members can designate what program or activity the donation is to be used for, and employees of the agency can also make donations on behalf of Board Members. Since the funding entity typically looks at the year prior, by achieving 100% Board giving in 2025, the agency is eligible to apply for funding in 2026.

Mattie McKee, Head Start Programs Assistant Director, provided the Board with the Policy Council Report for the October 21, 2025 and November 18, 2025 meetings (Organizational Standards 2.1 and 5.9).

Rebecca (Reynolds) Porter, Executive Director, recognized Dawn McKee (Intake Specialist, Weatherization Program) as the November 2025 Employee of the Month.

Rebecca (Reynolds) Porter, Executive Director, recognized Jessica Watts (Behavioral Health Case Manager, RENEW Center & Family/Youth/Community Advocate, Better Choices : Better Futures Program) as the December 2025 Employee of the Month.

Rebecca (Reynolds) Porter, Executive Director, recognized Ashley Gaddy (Outreach Specialist, Head Start Programs & Family Resource Center) as LIFT CAA's 2025 Employee of the Year.

Rebecca (Reynolds) Porter, Executive Director, recognized the following Service Award recipients: Five Years – Dionne Frankum (Director, Better Choices : Better Futures, Connection Café, RENEW Outpatient Treatment Center, Second Chance Reentry Program, Tri-County Abatement Collaborative, Youth Empowerment Network); Ten Years – Tasha Clark (Teacher, Head Start Program), Michelle Hunt (Center Director, Early Head Start Program); Twenty-Five Years – Lisa Engler (Cook, Head Start Programs).

William Smith, Chairman, presented the Other Reports/Announcements/Correspondence as follows: Head Start Programs Monthly Reports (Program Summary, Communication and Guidance, Enrollment/Attendance, Meals/Snack, Data Analysis); Red Kettle Campaign volunteer sign-up; and Emergency Services Fundraiser (Organizational Standard 5.9).

There was no New Business brought before the Board.

William Smith, Chairman, requested the Board's vote to adjourn. A motion was made by Brad Burgett and seconded by Craig Young to adjourn the regular meeting. The roll call vote was as follows: Yes 16; No 0; Abstain 0. The motion carried. Voting record is attached (Item QQ).

The Regular Meeting adjourned at 11:38 a.m.

Sandra Meeks, Secretary/Treasurer

CALL
TO
ORDER:
10:03
am

December 9, 2025		Present	Absent	E			F			G			H			I		
				Y	N	A	Y	N	A	Y	N	A	Y	N	A	Y	N	A
1	Tami Barnes	✓		✓			✓			✓			✓			✓		
2	Colby Bryant	✓		✓			✓			✓			✓			✓		
3	Brad Burgett	✓		✓			✓			✓			✓			✓		
4	Kevin Cory	✓		✓			✓			✓			✓			✓		
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6	Brad Gernand		✓															
7	Kristi Graham		✓															
8	Lori Greer	✓														✓		
9	David Hawkins	✓		✓			✓			✓			✓			✓		
10	Andrea Henkel	✓		✓			✓			✓			✓			✓		
11	Jordan Hill	✓		✓			✓			✓			✓			✓		
12	Jia Johnson		✓															
13	Sharon Johnson	✓		✓			✓			✓			✓			✓		
14	Vickie Leathers		✓															
15	Sandra Meeks	✓		✓			✓			✓			✓			✓		
16	Carolyn Pool		✓															
17	David Smith	✓		✓			✓			✓			✓			✓		✓
18	Consuelo Splawn	✓		✓			✓			✓			✓			✓		
19	Jim Bob Sullivan	✓		✓			✓			✓			✓			✓		
20	Vicky Wade	✓		✓			✓			✓			✓			✓		
21	Debra Williams	✓		✓			✓			✓			✓			✓		
22	Craig Young	✓		✓			✓			✓			✓			✓		
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December 9, 2025		Present	Absent	J			L & M			N			O			P		
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1	Tami Barnes	✓		✓			✓			✓			✓			✓		
2	Colby Bryant	✓		✓			✓			✓			✓		✓	✓		
3	Brad Burgett	✓		✓			✓		✓	✓			✓			✓		
4	Kevin Cory	✓		✓			✓			✓			✓			✓		
5	Brent Franks		✓															
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7	Kristi Graham		✓															
8	Lori Greer	✓		✓			✓			✓			✓			✓		
9	David Hawkins	✓		✓			✓			✓			✓			✓		
10	Andrea Henkel	✓		✓			✓			✓			✓			✓		
11	Jordan Hill	✓		✓			✓			✓			✓			✓		
12	Jia Johnson		✓															
13	Sharon Johnson	✓		✓			✓			✓			✓			✓		
14	Vickie Leathers		✓															
15	Sandra Meeks	✓		✓			✓			✓			✓			✓		
16	Carolyn Pool		✓															
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19	Jim Bob Sullivan	✓		✓			✓			✓			✓			✓		
20	Vicky Wade	✓		✓			✓			✓			✓			✓		
21	Debra Williams	✓		✓			✓			✓			✓			✓		
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December 9, 2025		Present	Absent	Q			R			S			T			U		
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1	Tami Barnes	✓		✓			✓			✓			✓			✓		
2	Colby Bryant	✓		✓			✓			✓			✓			✓		
3	Brad Burgett	✓		✓			✓			✓			✓			✓		
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10	Andrea Henkel	✓		✓			✓			✓			✓			✓		
11	Jordan Hill	✓		✓			✓			✓			✓			✓		
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	December 9, 2025	Present	Absent	D. WILLIAMS			D. SMITH			D. SMITH			C. YOUNG			J.B. SULLIVAN			K. CORY			B. BARKETT			J. HILL			A. HENKEL			J. JOHNSON		
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1	Tami Barnes	✓		✓			✓			✓			✓			✓			✓			✓			✓			✓			✓		
2	Colby Bryant	✓		✓			✓			✓			✓			✓			✓			✓			✓			✓			✓		
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	December 9, 2025	Present	Absent	Q Q														
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2	Colby Bryant	✓		✓														
3	Brad Burgett	✓		✓														
4	Kevin Cory	✓		✓														
5	Brent Franks		✓															
6	Brad Gernand		✓															
7	Kristi Graham		✓															
8	Lori Greer	✓		✓														
9	David Hawkins	✓		✓														
10	Andrea Henkel	✓		✓														
11	Jordan Hill	✓		✓														
12	Jia Johnson		✓															
13	Sharon Johnson	✓		✓														
14	Vickie Leathers		✓															
15	Sandra Meeks	✓		✓														
16	Carolyn Pool		✓															
17	David Smith	✓		✓														
18	Consuelo Splawn	✓		✓														
19	Jim Bob Sullivan	✓		✓														
20	Vicky Wade	✓		✓														
21	Debra Williams	✓		✓														
22	Craig Young	✓		✓														
23	William Smith	✓																
24																		
25																		
26																		
27																		

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11:38 am

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Comparative Balance Sheet
End of Dec 2025

FINANCIAL ROW	AMOUNT (AS OF DEC 2025)	COMPARISON AMOUNT (AS OF FY 2024)	VARIANCE	% VARIANCE
ASSETS				
Current Assets				
Bank				
1000 - Cash				
1010 - Checking Account	\$8,135,528.56	\$8,646,823.07	(\$511,294.51)	-5.91%
1020 - Payroll Account	\$353,476.31	\$9,316.68	\$344,159.63	3,694.02%
1021 - First United Accounts Payable	\$193,668.97	\$13,885.75	\$179,783.22	1,294.73%
1022 - First United TH Reserve	\$154,198.40	\$146,772.86	\$7,425.54	5.06%
1023 - First United General Escrow	\$170,287.56	\$178,390.15	(\$8,102.59)	-4.54%
1024 - First United Marina License	\$164.69	\$253.90	(\$89.21)	-35.14%
1025 - First United Deposit (PayPal)	\$3,553.29	\$2,115.20	\$1,438.09	67.99%
1028 - First United Unrestricted Funds CD	\$877,088.89	\$849,505.41	\$27,583.48	3.25%
1030 - Shamrock Bank - Clayton	\$1,881.77	\$1,854.10	\$27.67	1.49%
1040 - Petty Cash	\$735.00	\$835.00	(\$100.00)	-11.98%
1050 - McCurtain County National Bank	\$2,122.57	\$6,449.31	(\$4,326.74)	-67.09%
1070 - Fund to Fund Allocation Transfers	(\$0.02)	\$0.00	(\$0.02)	0.00%
Total - 1000 - Cash	\$9,892,705.99	\$9,856,201.43	\$36,504.56	0.37%
Total Bank	\$9,892,705.99	\$9,856,201.43	\$36,504.56	0.37%
Accounts Receivable				
1100 - Receivables				
1105 - Accrued Acct Receivable	\$228,938.28	\$272,333.18	(\$43,394.90)	-15.93%
1110 - Accounts Receivable	\$351,232.80	\$730,563.21	(\$379,330.41)	-51.92%
1120 - Due From (A/R)	(\$362.96)	(\$362.96)	\$0.00	0.00%
Total - 1100 - Receivables	\$579,808.12	\$1,002,533.43	(\$422,725.31)	-42.17%
1300 - Other receivables				
1320 - Notes/loans receivable	\$268,569.30	\$334,632.06	(\$66,062.76)	-19.74%
1321 - Loans Receivable from Belmont	\$181,588.48	\$217,351.48	(\$35,763.00)	-16.45%
1322 - Loans Receivable from Clayton	\$249,295.53	\$227,561.53	\$21,734.00	9.55%
1323 - Loans Receivable rom Kiamichi	\$123,563.90	\$123,563.90	\$0.00	0.00%
1324 - Loans Receivable from SOCDC	\$522,001.57	\$522,001.57	\$0.00	0.00%
1326 - Loans Receivable from Rouleau House	\$39,323.84	\$51,909.76	(\$12,585.92)	-24.25%
1327 - Receivable - NW Capital from Building Funds	\$110,837.00	\$0.00	\$110,837.00	0.00%
Total - 1300 - Other receivables	\$1,495,179.62	\$1,477,020.30	\$18,159.32	1.23%
Total Accounts Receivable	\$2,074,987.74	\$2,479,553.73	(\$404,565.99)	-16.32%
Other Current Asset				
1400 - Other assets				
1450 - Prepaid Expenses	\$146,241.08	\$35,814.82	\$110,426.26	308.33%
1465 - Advances Paid	\$220.83	(\$81.74)	\$302.57	-370.16%
Total - 1400 - Other assets	\$146,461.91	\$35,733.08	\$110,728.83	309.88%
1500 - Investments				
1530 - Property/Lots held for Sale	\$375,516.35	\$375,516.35	\$0.00	0.00%
1599 - Undeposited Funds	\$1,148.63	\$468.35	\$680.28	145.25%
Total - 1500 - Investments	\$376,664.98	\$375,984.70	\$680.28	0.18%
NS097 - Interfund Due to /Due from Payroll Float	(\$738.73)	(\$738.73)	\$0.00	0.00%
	\$399,017.97	\$303,788.87	\$95,229.10	31.35%
Total Other Current Asset	\$921,406.13	\$714,767.92	\$206,638.21	28.91%
Total Current Assets	\$12,889,099.86	\$13,050,523.08	(\$161,423.22)	-1.24%

FINANCIAL ROW	AMOUNT (AS OF DEC 2025)	COMPARISON AMOUNT (AS OF FY 2024)	VARIANCE	% VARIANCE
Fixed Assets				
1600 - Fixed operating assets				
1610 - Land	\$1,087,094.00	\$1,087,094.00	\$0.00	0.00%
1620 - Buildings	\$7,056,276.04	\$7,056,276.04	\$0.00	0.00%
1630 - Leasehold Improvements	\$2,123,010.79	\$2,123,010.79	\$0.00	0.00%
1640 - Computers & Equipment over \$5,000	\$1,046,791.74	\$1,046,791.74	\$0.00	0.00%
1650 - Vehicles	\$4,250,106.82	\$4,250,106.82	\$0.00	0.00%
Total - 1600 - Fixed operating assets	\$15,563,279.39	\$15,563,279.39	\$0.00	0.00%
1700 - Accum deprec - fixed operating assets				
1725 - Accum deprec - building	(\$5,745,780.99)	(\$5,745,780.99)	\$0.00	0.00%
1735 - Accum amort - leasehold improvements	(\$2,072,640.82)	(\$2,072,640.82)	\$0.00	0.00%
1740 - Accum. Amortization Leases	(\$19,501.30)	(\$19,501.30)	\$0.00	0.00%
1745 - Accum deprec - furn,fix,equip	(\$56,655.06)	(\$56,655.06)	\$0.00	0.00%
1755 - Accum deprec - vehicles	(\$245,150.94)	(\$245,150.94)	\$0.00	0.00%
Total - 1700 - Accum deprec - fixed operating assets	(\$8,139,729.11)	(\$8,139,729.11)	\$0.00	0.00%
Total Fixed Assets	\$7,423,550.28	\$7,423,550.28	\$0.00	0.00%
Other Assets				
1800 - Other Assets				
1810 - Right to Use Asset - Leases	\$31,847.83	\$31,847.83	\$0.00	0.00%
1950 - Stale Dated Payables	(\$12.99)	(\$12.99)	\$0.00	0.00%
Total - 1800 - Other Assets	\$31,834.84	\$31,834.84	\$0.00	0.00%
Total Other Assets	\$31,834.84	\$31,834.84	\$0.00	0.00%
Total ASSETS	\$20,344,484.98	\$20,505,908.20	(\$161,423.22)	-0.79%
Liabilities & Equity				
Current Liabilities				
Accounts Payable				
2000 - Payables				
2010 - AP Accrued monthly	(\$18,171.08)	(\$18,712.60)	\$541.52	-2.89%
Total - 2000 - Payables	(\$18,171.08)	(\$18,712.60)	\$541.52	-2.89%
Total Accounts Payable	(\$18,171.08)	(\$18,712.60)	\$541.52	-2.89%
Other Current Liability				
2100 - Accrued liabilities	\$1,257,363.19	\$1,514,880.95	(\$257,517.76)	-17.00%
2400 - Refundable Advances				
2450 - Apartment Sec Deposits Payable	\$31,955.50	\$30,349.50	\$1,606.00	5.29%
2455 - Sales Taxes Payable	\$3,069.10	(\$11.25)	\$3,080.35	-27,380.89%
Total - 2400 - Refundable Advances	\$35,024.60	\$30,338.25	\$4,686.35	15.45%
2500 - Short-term notes & loans payable				
2570 - Short-term liabilities - other	\$110,837.00	\$0.00	\$110,837.00	0.00%
Total - 2500 - Short-term notes & loans payable	\$110,837.00	\$0.00	\$110,837.00	0.00%
Total Other Current Liability	\$1,403,224.79	\$1,545,219.20	(\$141,994.41)	-9.19%
Total Current Liabilities	\$1,385,053.71	\$1,526,506.60	(\$141,452.89)	-9.27%
Long Term Liabilities				
2700 - Long-term notes & loans payable				
2770 - Long-term liabilities - Mower Loan	\$0.00	\$482.99	(\$482.99)	-100.00%
2780 - Lease liability	\$15,846.10	\$15,846.10	\$0.00	0.00%
Total - 2700 - Long-term notes & loans payable	\$15,846.10	\$16,329.09	(\$482.99)	-2.96%
Total Long Term Liabilities	\$15,846.10	\$16,329.09	(\$482.99)	-2.96%
Equity	\$18,943,585.17	\$18,963,072.51	(\$19,487.34)	-0.10%
Total Liabilities & Equity	\$20,344,484.98	\$20,505,908.20	(\$161,423.22)	-0.79%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Comparative Income Statement
From Jan 2025 to Adjust 2025

FINANCIAL ROW	AMOUNT (JAN 2025 - ADJUST 2025)	COMPARATIVE AMOUNT (FY 2024)	VARIANCE	% VARIANCE
Ordinary Income/Expense				
Income				
4000 - Contribution Revenue	\$97,484.54	\$66,066.44	\$31,418.10	47.56%
4100 - Inkind Revenue	\$946,507.99	\$1,519,251.09	(\$572,743.10)	-37.70%
4200 - Miscellaneous Revenue	\$1,251,270.12	\$1,254,930.89	(\$3,660.77)	-0.29%
4400 - State Revenue	\$3,681,433.67	\$1,793,753.10	\$1,887,680.57	105.24%
4500 - Federal Revenue	\$14,495,645.23	\$15,332,653.05	(\$837,007.82)	-5.46%
4900 - Recoveries from Programs	\$3,884,668.12	\$3,993,852.84	(\$109,184.72)	-2.73%
5000 - Rental Revenue	\$915,252.74	\$756,661.79	\$158,590.95	20.96%
5100 - Program Fee Revenue	\$1,377,271.17	\$1,522,032.67	(\$144,761.50)	-9.51%
5300 - Interest and Dividends	\$130,078.91	\$319,105.51	(\$189,026.60)	-59.24%
5400 - Revenue from other sources	\$1,573,925.82	\$1,681,254.64	(\$107,328.82)	-6.38%
5800 - Special Event	\$21,700.53	\$5,266.00	\$16,434.53	312.09%
Total - Income	\$28,375,238.84	\$28,244,828.02	\$130,410.82	0.46%
Cost Of Sales				
8000 - Cost of Goods Sold	\$7,411.11	\$2,810.86	\$4,600.25	163.66%
Total - Cost Of Sales	\$7,411.11	\$2,810.86	\$4,600.25	163.66%
Gross Profit	\$28,367,827.73	\$28,242,017.16	\$125,810.57	0.45%
Expense				
7000 - Grants, contracts, & direct assistance	\$1,236,799.26	\$1,770,162.16	(\$533,362.90)	-30.13%
7200 - Salaries & related expenses	\$11,996,461.50	\$12,510,254.57	(\$513,793.07)	-4.11%
7300 - Indirect Cost Pool Expense	\$1,780,616.81	\$2,176,494.77	(\$395,877.96)	-18.19%
7500 - Contract/Consultant Services	\$1,861,011.35	\$2,045,519.13	(\$184,507.78)	-9.02%
8100 - Non personnel expenses	\$1,126,400.36	\$1,205,980.27	(\$79,579.91)	-6.60%
8200 - Facility & equipment expenses	\$2,997,506.87	\$3,222,733.80	(\$225,226.93)	-6.99%
8300 - Travel & meetings expenses	\$556,187.14	\$640,446.09	(\$84,258.95)	-13.16%
8400 - Insurance Expense	\$2,105,800.20	\$2,235,204.58	(\$129,404.38)	-5.79%
8600 - Business expenses	\$0.00	\$1,704.01	(\$1,704.01)	-100.00%
8700 - Food Expenses	\$1,638,025.73	\$1,742,261.67	(\$104,235.94)	-5.98%
8800 - In-Kind Expenses	\$946,507.99	\$1,519,251.09	(\$572,743.10)	-37.70%
Total - Expense	\$26,245,317.21	\$29,070,012.14	(\$2,824,694.93)	-9.72%
Net Ordinary Income	\$2,122,510.52	(\$827,994.98)	\$2,950,505.50	-356.34%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$2,151,778.84	\$1,867,637.48	\$284,141.36	15.21%
Total - Other Expense	\$2,151,778.84	\$1,867,637.48	\$284,141.36	15.21%
Net Other Income	(\$2,151,778.84)	(\$1,867,637.48)	(\$284,141.36)	15.21%
Net Income	(\$29,268.32)	(\$2,695,632.46)	\$2,666,364.14	-98.91%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Statement of Financial Position
End of Dec 2025

FINANCIAL ROW	AMOUNT
ASSETS	
Current Assets	
Bank	
1000 - Cash	
1010 - Checking Account	\$8,135,528.56
1020 - Payroll Account	\$353,476.31
1021 - First United Accounts Payable	\$193,668.97
1022 - First United TH Reserve	\$154,198.40
1023 - First United General Escrow	\$170,287.56
1024 - First United Marina License	\$164.69
1025 - First United Deposit (PayPal)	\$3,553.29
1028 - First United Unrestricted Funds CD	\$877,088.89
1030 - Shamrock Bank - Clayton	\$1,881.77
1040 - Petty Cash	\$735.00
1050 - McCurtain County National Bank	\$2,122.57
1070 - Fund to Fund Allocation Transfers	(\$0.02)
Total - 1000 - Cash	\$9,892,705.99
Total Bank	\$9,892,705.99
Accounts Receivable	
1100 - Receivables	
1105 - Accrued Acct Receivable	\$228,938.28
1110 - Accounts Receivable	\$351,232.80
1120 - Due From (A/R)	(\$362.96)
Total - 1100 - Receivables	\$579,808.12
1300 - Other receivables	
1320 - Notes/loans receivable	\$268,569.30
1321 - Loans Receivable from Belmont	\$181,588.48
1322 - Loans Receivable from Clayton	\$249,295.53
1323 - Loans Receivable rom Kiamichi	\$123,563.90
1324 - Loans Receivable from SOCDC	\$522,001.57
1326 - Loans Receivable from Rouleau House	\$39,323.84
1327 - Receivable - NW Capital from Building Funds	\$110,837.00
Total - 1300 - Other receivables	\$1,495,179.62
Total Accounts Receivable	\$2,074,987.74
Other Current Asset	
1400 - Other assets	
1450 - Prepaid Expenses	\$146,241.08
1465 - Advances Paid	\$220.83
Total - 1400 - Other assets	\$146,461.91
1500 - Investments	
1530 - Property/Lots held for Sale	\$375,516.35
1599 - Undeposited Funds	\$1,148.63
Total - 1500 - Investments	\$376,664.98
NS097 - Interfund Due to /Due from	(\$738.73)
Payroll Float	\$399,017.97
Total Other Current Asset	\$921,406.13
Total Current Assets	\$12,889,099.86
Fixed Assets	
1600 - Fixed operating assets	
1610 - Land	\$1,087,094.00
1620 - Buildings	\$7,056,276.04
1630 - Leasehold Improvements	\$2,123,010.79
1640 - Computers & Equipment over \$5,000	\$1,046,791.74
1650 - Vehicles	\$4,250,106.82
Total - 1600 - Fixed operating assets	\$15,563,279.39
1700 - Accum deprec - fixed operating assets	
1725 - Accum deprec - building	(\$5,745,780.99)
1735 - Accum amort - leasehold improvements	(\$2,072,640.82)
1740 - Accum. Amortization Leases	(\$19,501.30)
1745 - Accum deprec - furn,fix,equip	(\$56,655.06)
1755 - Accum deprec - vehicles	(\$245,150.94)
Total - 1700 - Accum deprec - fixed operating assets	(\$8,139,729.11)
Total Fixed Assets	\$7,423,550.28
Other Assets	
1800 - Other Assets	
1810 - Right to Use Asset - Leases	\$31,847.83

FINANCIAL ROW	AMOUNT
1950 - State Dated Payables	(\$12.99)
Total - 1800 - Other Assets	\$31,834.84
Total Other Assets	\$31,834.84
Total ASSETS	\$20,344,484.98
Liabilities & Equity	
Current Liabilities	
Accounts Payable	
2000 - Payables	
2010 - AP Accrued monthly	(\$18,171.08)
Total - 2000 - Payables	(\$18,171.08)
Total Accounts Payable	(\$18,171.08)
Other Current Liability	
2100 - Accrued liabilities	
2105 - Accrued Expense Payables	\$79,886.02
2110 - Wages Payable	\$572,557.94
2115 - Accrued Pension	\$26,654.22
2120 - Accrued Employee Benefits	\$280,888.43
2125 - Accrued Benefits	\$67,348.99
2130 - Accrued payroll taxes	\$29,229.50
2131 - Accrued Taxes	\$33,430.32
2135 - Indirect Payable	\$162,728.60
2150 - Home Loan Escrow Accounts	(\$537.77)
2160 - Due to (Liab)	\$22,255.06
2180 - Accrued Payroll Deductions	(\$17,078.12)
Total - 2100 - Accrued liabilities	\$1,257,363.19
2400 - Refundable Advances	
2450 - Apartment Sec Deposits Payable	\$31,955.50
2455 - Sales Taxes Payable	\$3,069.10
Total - 2400 - Refundable Advances	\$35,024.60
2500 - Short-term notes & loans payable	
2570 - Short-term liabilities - other	\$110,837.00
Total - 2500 - Short-term notes & loans payable	\$110,837.00
Total Other Current Liability	\$1,403,224.79
Total Current Liabilities	\$1,385,053.71
Long Term Liabilities	
2700 - Long-term notes & loans payable	
2780 - Lease liability	\$15,846.10
Total - 2700 - Long-term notes & loans payable	\$15,846.10
Total Long Term Liabilities	\$15,846.10
Equity	
3000 - Net Assets	\$12,712.37
Retained Earnings	\$18,960,141.12
Net Income	(\$29,268.32)
Total Equity	\$18,943,585.17
Total Liabilities & Equity	\$20,344,484.98

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Statement of Functional Expense
From Jan 2025 to Adjust 2025

FINANCIAL ROW	- UNASSIGNED Amount	CAPITAL Amount	FUNDRAISING Amount	MANAGEMENT & GENERAL (ADMIN) Amount	OTHER Amount	PROGRAM SERVICES Amount	TOTAL Amount
Operating Activities							
Net Income	(\$272,408.11)	(\$45,403.01)	\$183.23	(\$221,221.02)	\$642.59	\$508,938.00	(\$29,268.32)
Adjustments to Net Income							
Accounts Receivable	\$379,330.41	(\$44,774.24)	\$0.00	\$0.00	\$0.00	\$70,009.82	\$404,565.99
Other Current Asset	\$39,158.41	(\$5,655.87)	\$0.00	(\$71,309.33)	\$0.00	(\$168,151.14)	(\$205,957.93)
Accounts Payable	\$541.52	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$541.52
Sales Tax Payable	\$29,950.38	\$0.00	\$0.00	\$0.00	\$0.00	(\$26,870.03)	\$3,080.35
Other Current Liabilities	\$764,892.50	\$0.00	\$0.00	\$86,792.51	\$0.00	(\$996,759.77)	(\$145,074.76)
Total Adjustments to Net Income	\$1,213,873.22	(\$50,430.11)	\$0.00	\$15,483.18	\$0.00	(\$1,121,771.12)	\$57,155.17
Total Operating Activities	\$941,465.11	(\$95,833.12)	\$183.23	(\$205,737.84)	\$642.59	(\$612,833.12)	\$27,886.85
Financing Activities							
Long Term Liabilities	(\$482.77)	\$0.00	\$0.00	\$0.00	\$0.00	(\$0.22)	(\$482.99)
Other Equity	\$0.00	\$0.00	\$0.00	\$9,780.98	\$0.00	\$0.00	\$9,780.98
Total Financing Activities	(\$482.77)	\$0.00	\$0.00	\$9,780.98	\$0.00	(\$0.22)	\$9,297.99
Net Change in Cash for Period	\$940,982.34	(\$95,833.12)	\$183.23	(\$195,956.86)	\$642.59	(\$612,833.34)	\$37,184.84
Cash at Beginning of Period	\$34,347,005.17	\$3,494.00	\$1,731.28	(\$10,869,958.65)	\$765.43	(\$13,626,367.45)	\$9,856,669.78
Cash at End of Period	\$35,287,987.51	(\$92,339.12)	\$1,914.51	(\$11,065,915.51)	\$1,408.02	(\$14,239,200.79)	\$9,893,854.62

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Statement of Cash Flow
From Jan 2025 to Adjust 2025

FINANCIAL ROW	AMOUNT
Operating Activities	
Net Income	(\$29,268.32)
Adjustments to Net Income	
Accounts Receivable	\$404,565.99
Other Current Asset	(\$205,957.93)
Accounts Payable	\$541.52
Sales Tax Payable	\$3,080.35
Other Current Liabilities	(\$145,074.76)
Total Adjustments to Net Income	\$57,155.17
Total Operating Activities	\$27,886.85
Financing Activities	
Long Term Liabilities	(\$482.99)
Other Equity	\$9,780.98
Total Financing Activities	\$9,297.99
Net Change in Cash for Period	\$37,184.84
Cash at Beginning of Period	\$9,856,669.78
Cash at End of Period	\$9,893,854.62

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Statement of Activity
From Jan 2025 to Adjust 2025
Options: Activity Only

FINANCIAL ROW	- UNASSIGNED - WITH DONOR RESTRICTIONS	WITHOUT DONOR RESTRICTIONS	TOTAL
	Amount	Amount	Amount
Operating Activities			
Net Income	(\$9,089,569.95)	\$11,044.23	\$9,049,257.40 (\$29,268.32)
Adjustments to Net Income			
Accounts Receivable	\$379,330.41	\$0.00	\$25,235.58 \$404,565.99
Other Current Asset	\$233,603.84	\$0.00	(\$439,561.77) (\$205,957.93)
Accounts Payable	\$541.52	\$0.00	\$0.00 \$541.52
Sales Tax Payable	\$0.00	\$0.00	\$3,080.35 \$3,080.35
Other Current Liabilities	(\$40,317.05)	\$0.00	(\$104,757.71) (\$145,074.76)
Total Adjustments to Net Income	\$573,158.72	\$0.00	(\$516,003.55) \$57,155.17
Total Operating Activities	(\$8,516,411.23)	\$11,044.23	\$8,533,253.85 \$27,886.85
Financing Activities			
Long Term Liabilities	(\$482.77)	\$0.00	(\$0.22) (\$482.99)
Other Equity	\$0.00	\$0.00	\$9,780.98 \$9,780.98
Total Financing Activities	(\$482.77)	\$0.00	\$9,780.76 \$9,297.99
Net Change in Cash for Period	(\$8,516,894.00)	\$11,044.23	\$8,543,034.61 \$37,184.84
Cash at Beginning of Period	\$3,861,739.37	\$0.00	\$5,994,930.41 \$9,856,669.78
Cash at End of Period	(\$4,655,154.63)	\$11,044.23	\$14,537,965.02 \$9,893,854.62

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Program Revenue by Month
From Oct 2025 to Adjust 2025

Monthly distribution of Revenue by Restriction and Program

PROGRAM	OCTOBER 2025	NOVEMBER 2025	DECEMBER 2025	TOTAL
Without Donor Restrictions				
Administration	\$400,393.13	\$749,365.17	\$353,845.12	\$1,503,603.42
Housing	\$7,574.84	\$132,900.73	\$57,666.67	\$198,142.24
Early Learning Centers	\$77,236.69	\$125,170.59	\$77,927.41	\$280,334.69
HS -Head Start	\$123,150.50	\$79,371.37	\$51,349.07	\$253,870.94
WRO		\$69,887.20		\$69,887.20
Apartments	\$58,482.33	\$54,829.63	\$62,191.78	\$175,503.74
Choosing Childbirth	\$0.00		\$59,733.92	\$59,733.92
HEAD START / EARLY HEAD START		\$2,135.20	\$43,757.50	\$45,892.70
State Park Operations	\$42,928.86	\$39,997.48	\$31,318.56	\$114,244.90
TRANSIT	\$27,926.38	\$24,586.13	\$38,394.53	\$90,907.04
Youth Build	\$519.64	\$4,749.47	\$34,091.11	\$39,360.22
TMA	\$31,623.42		\$206.02	\$31,829.44
EHS -EARLY HEAD START	\$8,273.61	\$8,273.61	\$17,143.29	\$33,690.51
Victim Services			\$12,771.06	\$12,771.06
- Unassigned -			\$10,570.56	\$10,570.56
Economic Development	\$2,211.81	\$3,446.11	(\$6,696.83)	(\$1,038.91)
CASA	\$20.00	\$75.10	\$3,200.00	\$3,295.10
CORE Dad Program			\$2,035.10	\$2,035.10
RSVP	\$1,760.96	\$906.55	\$1,446.54	\$4,114.05
Early Head Start Child Care	\$1,399.08	\$1,052.06	\$826.61	\$3,277.75
Healthy Start	\$986.18	\$514.57	\$25.00	\$1,525.75
Emergency Services	\$267.00	\$369.22	\$833.23	\$1,469.45
Lending		\$216.58		\$216.58
Mentoring	\$200.00	\$49.89		\$249.89
VOCA		\$194.77		\$194.77
Tri-CORPS	\$50.00	\$59.40		\$109.40
Community Services		\$19.44		\$19.44
Second Chance		\$3.15		\$3.15
Total - Without Donor Restrictions	\$785,004.43	\$1,298,173.42	\$852,636.25	\$2,935,814.10
- Unassigned -				
HS -Head Start	\$466,597.71	\$310,460.48	\$285,550.03	\$1,062,608.22
Early Head Start Child Care	\$226,865.00	\$294,081.00	\$186,562.00	\$707,508.00
TMA	\$236,688.17		\$106,471.02	\$343,159.19
Healthy Start	\$73,014.00	\$104,524.00	\$98,994.00	\$276,532.00
CORE Dad Program		\$101,387.48		\$101,387.48
CACFP - Daycare Homes		\$101,153.55	\$87,437.05	\$188,590.60
TRANSIT		\$97,926.00	\$87,659.00	\$185,585.00
Choosing Childbirth		\$73,871.70		\$73,871.70
Weatherization	\$72,602.14	\$45,301.63		\$117,903.77
WRO		\$69,222.12	\$71,059.89	\$140,282.01
Youth Build	\$44,491.00	\$48,433.00	\$50,789.00	\$143,713.00
EHS -EARLY HEAD START	\$15,869.42	\$15,869.41	\$47,715.00	\$79,453.83
Second Chance	\$34,873.00	\$6,154.17		\$41,027.17
HEAD START / EARLY HEAD START	\$8,424.24	\$33,974.51	\$16,755.86	\$59,154.61
Community Services	\$14,152.31	\$18,945.00	(\$27,569.08)	\$5,528.23
Early Learning Centers	\$9,678.35	\$13,252.15		\$22,930.50
RSVP		\$11,624.00	\$7,747.00	\$19,371.00
Safe Place Healing Hearts	\$10,338.40	\$11,618.24		\$21,956.64
Victim Services	\$10,626.37	\$3,110.74		\$13,737.11
State Park Operations	\$9,829.67	\$9,829.67		\$19,659.34
Mentoring	\$5,700.12	\$5,491.65		\$11,191.77
Tri-CORPS		\$4,704.14		\$4,704.14
RX	\$942.06	\$1,446.06	\$1,629.05	\$4,017.17
CASA	\$1,533.74	\$1,533.74	\$1,533.74	\$4,601.22
Housing	\$1,013.32	\$1,013.32		\$2,026.64
Total - Unassigned -	\$1,243,239.02	\$1,384,927.76	\$1,022,333.56	\$3,650,500.34
With Donor Restrictions				
HS -Head Start		\$2,778.37		\$2,778.37
Total - With Donor Restrictions		\$2,778.37		\$2,778.37
Total	\$2,028,243.45	\$2,685,879.55	\$1,874,969.81	\$6,589,092.81

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Adjust 2025
Options: Activity Only

Agency Budget

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4000 - Contribution Revenue	\$58,000.00	\$97,484.54	(\$39,484.54)	168.08%
4100 - Inkind Revenue	\$1,328,764.57	\$946,507.99	\$382,256.58	71.23%
4200 - Miscellaneous Revenue	\$54,340.50	\$1,251,270.12	(\$1,196,929.62)	2,302.65%
4400 - State Revenue	\$5,029,154.01	\$3,681,433.67	\$1,347,720.34	73.20%
4500 - Federal Revenue	\$9,907,882.61	\$14,495,645.23	(\$4,587,762.62)	146.30%
4900 - Recoveries from Programs	\$2,139,501.00	\$3,884,668.12	(\$1,745,167.12)	181.57%
5000 - Rental Revenue	\$0.00	\$915,252.74	(\$915,252.74)	0.00%
5100 - Program Fee Revenue	\$0.00	\$1,377,271.17	(\$1,377,271.17)	0.00%
5300 - Interest and Dividends	\$0.00	\$130,078.91	(\$130,078.91)	0.00%
5400 - Revenue from other sources	\$538,836.40	\$1,573,925.82	(\$1,035,089.42)	292.10%
5800 - Special Event	\$0.00	\$21,700.53	(\$21,700.53)	0.00%
Total - Income	\$19,056,479.09	\$28,375,238.84	(\$9,318,759.75)	148.90%
Cost Of Sales				
8000 - Cost of Goods Sold	\$0.00	\$7,411.11	(\$7,411.11)	0.00%
Total - Cost Of Sales	\$0.00	\$7,411.11	(\$7,411.11)	0.00%
Gross Profit	\$19,056,479.09	\$28,367,827.73	(\$9,311,348.64)	148.86%
Expense				
7000 - Grants, contracts, & direct assistance	\$145,192.00	\$1,236,799.26	(\$1,091,607.26)	851.84%
7200 - Salaries & related expenses	\$8,994,220.09	\$11,996,461.50	(\$3,002,241.41)	133.38%
7300 - Indirect Cost Pool Expense	\$1,377,608.40	\$1,780,616.81	(\$403,008.41)	129.25%
7500 - Contract/Consultant Services	\$1,921,094.46	\$1,861,011.35	\$60,083.11	96.87%
8100 - Non personnel expenses	\$787,220.49	\$1,126,400.36	(\$339,179.87)	143.09%
8200 - Facility & equipment expenses	\$2,013,364.63	\$2,997,506.87	(\$984,142.24)	148.88%
8300 - Travel & meetings expenses	\$332,260.82	\$556,187.14	(\$223,926.32)	167.39%
8400 - Insurance Expense	\$133,355.00	\$2,105,800.20	(\$1,972,445.20)	1,579.09%
8600 - Business expenses	\$118,597.00	\$0.00	\$118,597.00	0.00%
8700 - Food Expenses	\$140,775.00	\$1,638,025.73	(\$1,497,250.73)	1,163.58%
8800 - In-Kind Expenses	\$1,328,764.57	\$946,507.99	\$382,256.58	71.23%
Total - Expense	\$17,292,452.46	\$26,245,317.21	(\$8,952,864.75)	151.77%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$1,551,701.09	\$2,151,778.84	(\$600,077.75)	138.67%
Total - Other Expense	\$1,551,701.09	\$2,151,778.84	(\$600,077.75)	138.67%
Net Income	\$212,325.54	(\$29,268.32)	\$241,593.86	-13.78%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Adjust 2025
Options: Activity Only

Operating

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4000 - Contribution Revenue	\$0.00	\$140.00	(\$140.00)	0.00%
4200 - Miscellaneous Revenue	\$0.00	\$20,281.31	(\$20,281.31)	0.00%
4900 - Recoveries from Programs	\$2,139,501.00	\$3,884,659.70	(\$1,745,158.70)	181.57%
5000 - Rental Revenue	\$0.00	\$403,761.74	(\$403,761.74)	0.00%
5100 - Program Fee Revenue	\$0.00	(\$4,198.50)	\$4,198.50	0.00%
5300 - Interest and Dividends	\$0.00	\$86,217.46	(\$86,217.46)	0.00%
5400 - Revenue from other sources	\$0.00	\$719,890.91	(\$719,890.91)	0.00%
5800 - Special Event	\$0.00	\$73.00	(\$73.00)	0.00%
Total - Income	\$2,139,501.00	\$5,110,825.62	(\$2,971,324.62)	238.88%
Gross Profit	\$2,139,501.00	\$5,110,825.62	(\$2,971,324.62)	238.88%
Expense				
7000 - Grants, contracts, & direct assistance	\$0.00	\$2,890.91	(\$2,890.91)	0.00%
7200 - Salaries & related expenses	\$1,507,742.15	\$1,050,453.33	\$457,288.82	69.67%
7300 - Indirect Cost Pool Expense	\$0.00	\$16,430.09	(\$16,430.09)	0.00%
7500 - Contract/Consultant Services	\$125,000.00	\$389,791.79	(\$264,791.79)	311.83%
8100 - Non personnel expenses	\$64,740.65	\$73,810.67	(\$9,070.02)	114.01%
8200 - Facility & equipment expenses	\$41,709.95	\$324,019.19	(\$282,309.24)	776.84%
8300 - Travel & meetings expenses	\$41,000.00	\$43,241.30	(\$2,241.30)	105.47%
8400 - Insurance Expense	\$80,000.00	\$1,671,387.52	(\$1,591,387.52)	2,089.23%
8700 - Food Expenses	\$0.00	\$9,831.94	(\$9,831.94)	0.00%
Total - Expense	\$1,860,192.75	\$3,581,856.74	(\$1,721,663.99)	192.55%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$279,308.25	\$240,159.11	\$39,149.14	85.98%
Total - Other Expense	\$279,308.25	\$240,159.11	\$39,149.14	85.98%
Net Income	\$0.00	\$1,288,809.77	(\$1,288,809.77)	0.00%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Lift Income/Expense Statement Summary
From Jan 2025 to Adjust 2025

Financial Row	- No Department -	10 Operating		
			Administration	Building Funds
				Total
	Amount	Amount	Amount	Amount
Income				
Income				
4000 - Contribution Revenue	\$3,490.00	\$140.00	\$0.00	\$140.00
4100 - Inkind Revenue	\$0.00	\$0.00	\$0.00	\$0.00
4200 - Miscellaneous Revenue	\$160.00	\$20,229.16	\$52.15	\$20,281.31
4400 - State Revenue	\$109,818.02	\$0.00	\$0.00	\$0.00
4500 - Federal Revenue	\$0.00	\$0.00	\$0.00	\$0.00
4900 - Recoveries from Programs	\$8.42	\$3,884,659.70	\$0.00	\$3,884,659.70
5000 - Rental Revenue	\$0.00	\$0.00	\$403,761.74	\$403,761.74
5100 - Program Fee Revenue	\$7,582.77	\$0.00	(\$4,198.50)	(\$4,198.50)
5300 - Interest and Dividends	\$0.00	\$84,708.53	\$1,508.93	\$86,217.46
5400 - Revenue from other sources	\$0.00	\$707,890.91	\$12,000.00	\$719,890.91
5800 - Special Event	\$200.00	\$73.00	\$0.00	\$73.00
Total - Income	\$121,259.21	\$4,697,701.30	\$413,124.32	\$5,110,825.62
Total Income	\$121,259.21	\$4,697,701.30	\$413,124.32	\$5,110,825.62
Expense				
Expense				
7000 - Grants, contracts, & direct assistance	\$139.26	\$2,890.91	\$0.00	\$2,890.91
7200 - Salaries & related expenses	\$657,186.59	\$1,050,453.33	\$0.00	\$1,050,453.33
7300 - Indirect Cost Pool Expense	\$46,296.17	\$16,430.09	\$0.00	\$16,430.09
7500 - Contract/Consultant Services	\$10,927.73	\$292,870.18	\$96,921.61	\$389,791.79
8100 - Non personnel expenses	\$44,785.35	\$62,032.73	\$11,777.94	\$73,810.67
8200 - Facility & equipment expenses	\$369,971.11	\$76,740.15	\$247,279.04	\$324,019.19
8300 - Travel & meetings expenses	\$4,117.03	\$42,668.00	\$573.30	\$43,241.30
8400 - Insurance Expense	\$2,890.33	\$1,581,004.34	\$90,383.18	\$1,671,387.52
8700 - Food Expenses	\$961,893.27	\$9,831.94	\$0.00	\$9,831.94
8800 - In-Kind Expenses	\$0.00	\$0.00	\$0.00	\$0.00
Other Expense				
8500 - Other Expense	\$10,965.58	\$230,692.26	\$9,466.85	\$240,159.11
Total Expense	\$2,109,172.42	\$3,365,613.93	\$456,401.92	\$3,822,015.85
8000 - Cost of Goods Sold				
8010 - Resale Fuel Expense	\$0.00	\$0.00	\$0.00	\$0.00
8020 - Ship Store (Resale Inv)	\$541.68	\$0.00	\$0.00	\$0.00
8021 - Ship Store (Beer)	\$0.00	\$0.00	\$0.00	\$0.00
Total - 8000 - Cost of Goods Sold	\$541.68	\$0.00	\$0.00	\$0.00
Gross	(\$1,987,913.21)	\$1,332,087.37	(\$43,277.60)	\$1,288,809.77

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Adjust 2025
Options: Activity Only

Early Childhood

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4000 - Contribution Revenue	\$4,000.00	\$4,688.40	(\$688.40)	117.21%
4100 - Inkind Revenue	\$1,316,864.57	\$831,586.93	\$485,277.64	63.15%
4200 - Miscellaneous Revenue	\$0.00	\$908,803.22	(\$908,803.22)	0.00%
4400 - State Revenue	\$209,979.05	\$254,904.86	(\$44,925.81)	121.40%
4500 - Federal Revenue	\$6,932,362.00	\$8,515,869.78	(\$1,583,507.78)	122.84%
5100 - Program Fee Revenue	\$0.00	\$458,552.38	(\$458,552.38)	0.00%
5300 - Interest and Dividends	\$0.00	\$17,599.98	(\$17,599.98)	0.00%
5400 - Revenue from other sources	\$0.00	\$300,000.00	(\$300,000.00)	0.00%
Total - Income	\$8,463,205.62	\$11,292,005.55	(\$2,828,799.93)	133.42%
Gross Profit	\$8,463,205.62	\$11,292,005.55	(\$2,828,799.93)	133.42%
Expense				
7200 - Salaries & related expenses	\$4,648,348.31	\$5,362,044.20	(\$713,695.89)	115.35%
7300 - Indirect Cost Pool Expense	\$873,729.80	\$919,689.87	(\$45,960.07)	105.26%
7500 - Contract/Consultant Services	\$1,107,775.00	\$1,001,155.09	\$106,619.91	90.38%
8100 - Non personnel expenses	\$204,705.16	\$488,946.21	(\$284,241.05)	238.85%
8200 - Facility & equipment expenses	\$121,906.20	\$292,177.46	(\$170,271.26)	239.67%
8300 - Travel & meetings expenses	\$46,277.15	\$105,808.61	(\$59,531.46)	228.64%
8400 - Insurance Expense	\$44,175.00	\$127,618.83	(\$83,443.83)	288.89%
8700 - Food Expenses	\$73,337.00	\$632,343.83	(\$559,006.83)	862.24%
8800 - In-Kind Expenses	\$1,316,864.57	\$831,586.93	\$485,277.64	63.15%
Total - Expense	\$8,437,118.19	\$9,761,371.03	(\$1,324,252.84)	115.70%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$191,819.00	\$647,726.64	(\$455,907.64)	337.68%
Total - Other Expense	\$191,819.00	\$647,726.64	(\$455,907.64)	337.68%
Net Income	(\$165,731.57)	\$882,907.88	(\$1,048,639.45)	-532.73%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Lift Income/Expense Statement Summary
From Jan 2025 to Adjust 2025

Financial Row		20 Early Childhood				
		CACFP - Daycare Homes	CC EHS -Early Head Start	CC	Early Learning Centers	H: EHS
	Amount	Amount	Amount	Amount	Amount	Amount
Income						
Income						
4000 - Contribution Revenue	\$0.00	\$0.00	\$0.00	\$4,000.00	\$688.40	\$0.00
4100 - Inkind Revenue	\$0.00	\$0.00	\$9,336.76	\$4,060.00	\$491,335.34	\$70,272.00
4200 - Miscellaneous Revenue	\$4,971.12	\$0.00	\$0.00	\$487,987.64	\$293,523.53	\$0.00
4400 - State Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$79,350.97	\$87,428.58
4500 - Federal Revenue	\$229,551.85	\$934,874.83	\$2,385,086.00	\$53,436.71	\$2,260,912.32	\$500,328.00
4900 - Recoveries from Programs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5000 - Rental Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5100 - Program Fee Revenue	\$0.00	\$0.00	\$0.00	\$458,552.38	\$0.00	\$0.00
5300 - Interest and Dividends	\$0.00	\$0.00	\$0.00	\$9,349.87	\$8,177.88	\$0.00
5400 - Revenue from other sources	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000.00	\$0.00
5800 - Special Event	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total - Income	\$234,522.97	\$934,874.83	\$2,394,422.76	\$1,017,386.60	\$3,433,988.44	\$658,028.58
Total Income	\$234,522.97	\$934,874.83	\$2,394,422.76	\$1,017,386.60	\$3,433,988.44	\$658,028.58
Expense						
Expense						
7000 - Grants, contracts, & direct assistance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7200 - Salaries & related expenses	\$120,582.57	\$79,400.87	\$483,994.15	\$761,971.59	\$1,568,925.65	\$806,735.76
7300 - Indirect Cost Pool Expense	\$22,950.56	\$12,880.27	\$73,073.19	\$123,517.82	\$239,968.15	\$163,317.78
7500 - Contract/Consultant Services	\$0.00	\$639.58	\$815,127.93	\$5,903.71	\$150,265.62	\$5,554.56
8100 - Non personnel expenses	\$48,989.92	\$13,032.06	\$138,677.92	\$35,506.81	\$101,544.90	\$36,327.01
8200 - Facility & equipment expenses	\$1,122.00	\$3,366.00	\$28,058.83	\$26,113.60	\$144,667.89	\$26,033.88
8300 - Travel & meetings expenses	\$6,029.06	\$23,232.26	\$18,113.27	\$4,705.82	\$22,576.18	\$7,975.18
8400 - Insurance Expense	\$0.00	\$0.00	\$24,999.25	\$16,986.40	(\$4,525.82)	\$19,088.77
8700 - Food Expenses	\$24,164.01	\$3,094.95	\$1,017.81	\$117,033.26	\$273,539.38	\$7,457.91
8800 - In-Kind Expenses	\$0.00	\$0.00	\$9,336.76	\$4,060.00	\$491,335.34	\$70,272.00
Other Expense						
8500 - Other Expense	\$2,372.50	\$4,792.71	\$408,223.20	\$5,644.70	\$101,842.06	\$29,620.64
Total Expense	\$226,210.62	\$140,438.70	\$2,000,622.31	\$1,101,443.71	\$3,090,139.35	\$1,172,383.49
8000 - Cost of Goods Sold						
8010 - Resale Fuel Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8020 - Ship Store (Resale Inv)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8021 - Ship Store (Beer)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total - 8000 - Cost of Goods Sold	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gross	\$8,312.35	\$794,436.13	\$393,800.45	(\$84,057.11)	\$343,849.09	(\$514,354.91)

S/EHS	Head Start Amount	Total Amount	Total Amount
	\$0.00	\$688.40	\$4,688.40
	\$256,582.83	\$818,190.17	\$831,586.93
	\$122,320.93	\$415,844.46	\$908,803.22
	\$88,125.31	\$254,904.86	\$254,904.86
	\$2,151,680.07	\$4,912,920.39	\$8,515,869.78
	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$458,552.38
	\$72.23	\$8,250.11	\$17,599.98
	\$0.00	\$300,000.00	\$300,000.00
	\$0.00	\$0.00	\$0.00
	\$2,618,781.37	\$6,710,798.39	\$11,292,005.55
	\$2,618,781.37	\$6,710,798.39	\$11,292,005.55

	\$0.00	\$0.00	\$0.00
	\$1,540,433.61	\$3,916,095.02	\$5,362,044.20
	\$283,982.10	\$687,268.03	\$919,689.87
	\$23,663.69	\$179,483.87	\$1,001,155.09
	\$114,867.59	\$252,739.50	\$488,946.21
	\$62,815.26	\$233,517.03	\$292,177.46
	\$23,176.84	\$53,728.20	\$105,808.61
	\$71,070.23	\$85,633.18	\$127,618.83
	\$206,036.51	\$487,033.80	\$632,343.83
	\$256,582.83	\$818,190.17	\$831,586.93
	\$95,230.83	\$226,693.53	\$647,726.64
	\$2,677,859.49	\$6,940,382.33	\$10,409,097.67

	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00
	(\$59,078.12)	(\$229,583.94)	\$882,907.88

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Adjust 2025

Options: Activity Only

Community Services

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4000 - Contribution Revenue	\$47,000.00	\$68,509.80	(\$21,509.80)	145.77%
4100 - Inkind Revenue	\$11,900.00	\$114,921.06	(\$103,021.06)	965.72%
4200 - Miscellaneous Revenue	\$0.00	\$2,572.35	(\$2,572.35)	0.00%
4400 - State Revenue	\$2,832,904.96	\$2,076,414.34	\$756,490.62	73.30%
4500 - Federal Revenue	\$2,365,673.00	\$2,702,409.65	(\$336,736.65)	114.23%
5100 - Program Fee Revenue	\$0.00	\$90.00	(\$90.00)	0.00%
5300 - Interest and Dividends	\$0.00	\$1,258.47	(\$1,258.47)	0.00%
5400 - Revenue from other sources	\$0.00	\$25,376.00	(\$25,376.00)	0.00%
5800 - Special Event	\$0.00	\$9,903.37	(\$9,903.37)	0.00%
Total - Income	\$5,257,477.96	\$5,001,455.04	\$256,022.92	95.13%
Gross Profit	\$5,257,477.96	\$5,001,455.04	\$256,022.92	95.13%
Expense				
7000 - Grants, contracts, & direct assistance	\$115,192.00	\$72,908.65	\$42,283.35	63.29%
7200 - Salaries & related expenses	\$2,324,918.63	\$2,439,335.30	(\$114,416.67)	104.92%
7300 - Indirect Cost Pool Expense	\$407,668.60	\$399,339.80	\$8,328.80	97.96%
7500 - Contract/Consultant Services	\$682,469.46	\$223,831.05	\$458,638.41	32.80%
8100 - Non personnel expenses	\$430,926.66	\$358,658.59	\$72,268.07	83.23%
8200 - Facility & equipment expenses	\$255,479.48	\$271,586.36	(\$16,106.88)	106.30%
8300 - Travel & meetings expenses	\$203,215.67	\$136,890.25	\$66,325.42	67.36%
8400 - Insurance Expense	\$2,430.00	\$8,831.48	(\$6,401.48)	363.44%
8700 - Food Expenses	\$64,558.00	\$33,736.83	\$30,821.17	52.26%
8800 - In-Kind Expenses	\$11,900.00	\$114,921.06	(\$103,021.06)	965.72%
Total - Expense	\$4,498,758.50	\$4,060,039.37	\$438,719.13	90.25%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$789,041.75	\$852,142.52	(\$63,100.77)	108.00%
Total - Other Expense	\$789,041.75	\$852,142.52	(\$63,100.77)	108.00%
Net Income	(\$30,322.29)	\$89,273.15	(\$119,595.44)	-294.41%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Lift Income/Expense Statement Summary
From Jan 2025 to Adjust 2025

Financial Row

	CORE DAD	Choosing Childbirth	Community Services	Emergency Services	Healthy Start	Mentoring
	Amount	Amount	Amount	Amount	Amount	Amount
Income						
Income						
4000 - Contribution Revenue	\$0.00	\$0.00	\$0.00	\$8,895.93	\$210.00	\$205.00
4100 - Inkind Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4200 - Miscellaneous Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$511.98	\$0.00
4400 - State Revenue	\$0.00	\$326,360.18	\$382,478.82	\$608,106.41	\$0.00	\$0.00
4500 - Federal Revenue	\$0.00	\$0.00	\$0.00	\$226,345.98	\$0.00	\$37,802.63
4900 - Recoveries from Programs	\$0.00	\$0.00	\$0.00	\$0.00	\$1,103,764.00	\$0.00
5000 - Rental Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5100 - Program Fee Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5300 - Interest and Dividends	\$33.19	\$0.00	\$0.00	\$28.91	\$8.01	\$151.46
5400 - Revenue from other sources	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5800 - Special Event	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total - Income	\$33.19	\$326,360.18	\$382,478.82	\$843,377.23	\$1,485.24	\$38,159.09
Total Income	\$33.19	\$326,360.18	\$382,478.82	\$843,377.23	\$1,485.24	\$1,105,302.99
Expense						
Expense						
7000 - Grants, contracts, & direct assistance	\$0.00	\$2,236.75	\$6,025.88	\$48,011.17	\$1,200.00	\$199.74
7200 - Salaries & related expenses	\$145,986.54	\$78,913.06	\$125,792.71	\$519,210.79	\$0.00	\$29,446.70
7300 - Indirect Cost Pool Expense	\$28,257.61	\$10,238.68	\$23,417.89	\$94,561.65	\$0.00	\$4,469.74
7500 - Contract/Consultant Services	\$0.00	\$0.00	\$0.00	\$27,641.66	\$360.20	\$699.48
8100 - Non personnel expenses	\$903.78	\$12,422.35	\$16,065.68	\$96,022.68	\$0.00	\$4,356.95
8200 - Facility & equipment expenses	\$6,420.06	\$18,880.79	\$9,415.73	\$30,052.49	\$0.00	\$2,208.00
8300 - Travel & meetings expenses	\$0.00	\$2,341.30	\$3,131.94	\$20,514.39	\$0.00	\$582.40
8400 - Insurance Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8700 - Food Expenses	\$0.00	\$7,494.95	\$1,104.33	\$12,362.92	\$0.00	\$0.00
8800 - In-Kind Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Expense						
8500 - Other Expense	\$8,922.08	\$105,212.42	\$131,694.79	\$121,454.63	\$40.00	\$2,601.69
Total Expense	\$190,490.07	\$237,740.30	\$316,648.95	\$969,832.38	\$1,600.20	\$44,564.70
8000 - Cost of Goods Sold						
8010 - Resale Fuel Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8020 - Ship Store (Resale Inv)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8021 - Ship Store (Beer)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total - 8000 - Cost of Goods Sold	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gross	(\$190,456.88)	\$88,619.88	\$65,829.87	(\$126,455.15)	(\$114.96)	(\$6,405.61)

30 Community Service

RCOR TRI-CORP	RSVP	RX	Second Chance			Victim Services Safe Place Healing Hearts			WORK READY OK
Amount	Amount	Amount	Amount	Amount	CASA Amount	Amount	VOCA Amount	Total Amount	Amount
\$34,090.00	\$1,469.21	\$0.00	\$0.00	\$3,374.41	\$0.00	\$0.00	\$0.00	\$3,374.41	\$0.00
\$0.00	\$9,357.60	\$0.00	\$0.00	\$2,016.54	\$0.00	\$0.00	\$0.00	\$2,016.54	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$400.00	\$0.00	\$0.00	\$400.00	\$0.00
\$0.00	\$0.00	\$7,433.69	\$0.00	\$8,327.21	\$8,739.78	\$0.00	\$0.00	\$17,066.99	\$734,968.25
\$335,657.22	\$83,751.00	\$0.00	\$179,522.78	\$84,454.64	\$0.00	\$99,145.73	\$37,345.67	\$220,946.04	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$90.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$140.51	\$0.00	\$0.00	\$19.14	\$501.80	\$86.73	\$0.00	\$177.33	\$765.86	\$0.00
\$17,376.00	\$8,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$876.73	\$1,241.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$388,230.46	\$103,818.95	\$7,433.69	\$179,541.92	\$98,674.60	\$9,226.51	\$99,145.73	\$37,523.00	\$244,569.84	\$734,968.25
\$388,230.46	\$103,818.95	\$7,433.69	\$179,541.92	\$98,674.60	\$9,226.51	\$99,145.73	\$37,523.00	\$244,569.84	\$734,968.25
\$0.00	\$0.00	\$0.00	\$0.00	\$2,610.61	\$0.00	\$5,178.32	\$592.24	\$8,381.17	\$0.00
\$209,646.93	\$61,317.80	\$5,083.15	\$89,947.16	\$12,111.81	\$0.00	\$100,073.07	\$86,513.30	\$198,698.18	\$168,239.08
\$33,568.14	\$8,967.44	\$1,020.74	\$10,159.67	(\$2,747.19)	\$40.69	\$19,163.55	\$16,163.63	\$32,620.68	\$30,239.06
\$5,000.00	\$0.00	\$0.00	\$62,253.38	\$2,021.26	\$0.00	\$411.52	\$0.00	\$2,432.78	\$8,055.93
\$52,439.71	\$2,554.80	\$0.00	\$1.93	\$2,989.98	\$2,525.95	\$1,289.28	\$527.30	\$7,332.51	\$85,720.56
\$19,940.46	\$1,776.00	\$0.00	\$6,884.00	\$7,559.50	\$1,740.00	\$4,246.50	\$740.00	\$14,286.00	\$71,179.92
\$6,241.80	\$3,316.60	\$79.80	\$10,475.74	\$7,486.82	\$5,178.18	\$4,366.46	\$667.90	\$17,699.36	\$11,773.67
\$1,324.00	\$1,814.48	\$0.00	\$882.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$40.98	\$496.10	\$0.00	\$0.00	\$22.21	\$0.00	\$0.00	\$0.00	\$22.21	\$12,126.69
\$0.00	\$9,357.60	\$0.00	\$0.00	\$2,016.54	\$0.00	\$0.00	\$0.00	\$2,016.54	\$0.00
\$14,405.39	\$4,815.44	\$1,250.00	\$7,140.55	\$8,595.47	\$38.00	\$799.38	\$29.85	\$9,462.70	\$165,466.76
\$342,607.41	\$94,416.26	\$7,433.69	\$187,744.43	\$42,667.01	\$9,522.82	\$135,528.08	\$105,234.22	\$292,952.13	\$552,801.67
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$45,623.05	\$9,402.69	\$0.00	(\$8,202.51)	\$56,007.59	(\$296.31)	(\$36,382.35)	(\$67,711.22)	(\$48,382.29)	\$182,166.58

Youth Build	Total
Amount	Amount
\$20,265.25	\$68,509.80
\$103,546.92	\$114,921.06
\$1,640.37	\$2,572.35
\$0.00	\$2,076,414.34
\$514,620.00	\$2,702,409.65
\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$90.00
\$95.56	\$1,258.47
\$0.00	\$25,376.00
\$5,527.09	\$9,903.37
\$645,695.19	\$5,001,455.04
\$645,695.19	\$5,001,455.04

\$6,853.94	\$72,908.65
\$247,542.41	\$2,439,335.30
\$19,540.69	\$399,339.80
\$3,422.10	\$223,831.05
\$44,488.45	\$358,658.59
\$39,156.91	\$271,586.36
\$24,620.64	\$136,890.25
\$4,811.00	\$8,831.48
\$24.14	\$33,736.83
\$103,546.92	\$114,921.06

\$138,429.69	\$852,142.52
\$632,436.89	\$4,912,181.89

\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
\$13,258.30	\$89,273.15

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Adjust 2025
Options: Activity Only

Housing

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4000 - Contribution Revenue	\$7,000.00	\$20,000.00	(\$13,000.00)	285.71%
4200 - Miscellaneous Revenue	\$0.00	\$250,527.40	(\$250,527.40)	0.00%
4400 - State Revenue	\$1,186,270.00	\$993,360.12	\$192,909.88	83.74%
4500 - Federal Revenue	\$301,918.11	\$2,457,923.80	(\$2,156,005.69)	814.10%
5000 - Rental Revenue	\$0.00	\$507,585.00	(\$507,585.00)	0.00%
5100 - Program Fee Revenue	\$0.00	\$81,280.17	(\$81,280.17)	0.00%
5300 - Interest and Dividends	\$0.00	\$2,110.13	(\$2,110.13)	0.00%
5400 - Revenue from other sources	\$538,836.40	\$465,471.01	\$73,365.39	86.38%
Total - Income	\$2,034,024.51	\$4,778,257.63	(\$2,744,233.12)	234.92%
Gross Profit	\$2,034,024.51	\$4,778,257.63	(\$2,744,233.12)	234.92%
Expense				
7000 - Grants, contracts, & direct assistance	\$0.00	\$1,160,860.44	(\$1,160,860.44)	0.00%
7200 - Salaries & related expenses	\$146,452.00	\$1,163,632.51	(\$1,017,180.51)	794.55%
7300 - Indirect Cost Pool Expense	\$27,945.00	\$178,612.34	(\$150,667.34)	639.16%
7500 - Contract/Consultant Services	\$5,850.00	\$132,450.64	(\$126,600.64)	2,264.11%
8100 - Non personnel expenses	\$27,179.02	\$64,574.53	(\$37,395.51)	237.59%
8200 - Facility & equipment expenses	\$1,193,224.00	\$1,483,910.88	(\$290,686.88)	124.36%
8300 - Travel & meetings expenses	\$8,000.00	\$112,545.18	(\$104,545.18)	1,406.81%
8400 - Insurance Expense	\$6,750.00	\$109,704.36	(\$102,954.36)	1,625.25%
8600 - Business expenses	\$118,597.00	\$0.00	\$118,597.00	0.00%
8700 - Food Expenses	\$0.00	\$219.86	(\$219.86)	0.00%
Total - Expense	\$1,533,997.02	\$4,406,510.74	(\$2,872,513.72)	287.26%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$91,648.09	\$325,579.99	(\$233,931.90)	355.25%
Total - Other Expense	\$91,648.09	\$325,579.99	(\$233,931.90)	355.25%
Net Income	\$408,379.40	\$46,166.90	\$362,212.50	11.30%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Lift Income/Expense Statement Summary
From Jan 2025 to Adjust 2025

Financial Row

	Apartment	Construction	HUD Apartments (Lift)		Housing	
	Amount	Amount	Amount	Amount	Weatherization Amount	Total Amount
Income						
Income						
4000 - Contribution Revenue	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$20,000.00
4100 - Inkind Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4200 - Miscellaneous Revenue	\$353.05	\$0.00	\$0.00	\$218,344.91	\$0.00	\$218,344.91
4400 - State Revenue	\$0.00	\$0.00	\$0.00	\$993,360.12	\$0.00	\$993,360.12
4500 - Federal Revenue	\$0.00	\$101,372.97	\$0.00	\$729,951.37	\$330,222.03	\$1,060,173.40
4900 - Recoveries from Programs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5000 - Rental Revenue	\$507,585.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5100 - Program Fee Revenue	\$23,057.79	\$0.00	\$11,949.44	\$46,257.94	\$0.00	\$46,257.94
5300 - Interest and Dividends	(\$58,040.62)	\$0.00	\$0.00	\$6,994.75	\$0.00	\$6,994.75
5400 - Revenue from other sources	\$15,600.00	\$0.00	\$0.00	\$449,871.01	\$0.00	\$449,871.01
5800 - Special Event	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total - Income	\$488,555.22	\$101,372.97	\$11,949.44	\$2,464,780.10	\$330,222.03	\$2,795,002.13
Total Income	\$488,555.22	\$101,372.97	\$11,949.44	\$2,464,780.10	\$330,222.03	\$2,795,002.13
Expense						
Expense						
7000 - Grants, contracts, & direct assistance	(\$50,055.79)	\$0.00	\$0.00	\$447,510.23	\$0.00	\$447,510.23
7200 - Salaries & related expenses	\$64,550.27	\$315,112.98	(\$109.44)	(\$1,513.02)	\$299,795.26	\$298,282.24
7300 - Indirect Cost Pool Expense	\$13,029.70	\$58,690.96	\$3,247.54	(\$13,124.64)	\$43,646.96	\$30,522.32
7500 - Contract/Consultant Services	\$49,032.21	\$16,847.65	\$0.00	\$47,584.53	\$18,986.25	\$66,570.78
8100 - Non personnel expenses	\$9,587.19	\$6,588.63	(\$7.43)	\$19,359.88	\$14,937.96	\$34,297.84
8200 - Facility & equipment expenses	\$242,970.03	\$5,708.18	\$0.00	\$1,186,910.02	\$13,522.65	\$1,200,432.67
8300 - Travel & meetings expenses	(\$3,148.84)	\$4,719.23	\$299.04	\$30,571.09	\$10,502.87	\$41,073.96
8400 - Insurance Expense	\$81,333.90	\$0.00	\$0.00	\$23,557.46	\$2,165.00	\$25,722.46
8700 - Food Expenses	\$0.00	\$0.00	\$0.00	\$219.86	\$0.00	\$219.86
8800 - In-Kind Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Expense						
8500 - Other Expense	\$21,813.40	\$4,768.12	\$0.00	\$228,869.50	\$40,383.40	\$269,252.90
Total Expense	\$429,112.07	\$412,435.75	\$3,429.71	\$1,969,944.91	\$443,940.35	\$2,413,885.26
8000 - Cost of Goods Sold						
8010 - Resale Fuel Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8020 - Ship Store (Resale Inv)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8021 - Ship Store (Beer)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total - 8000 - Cost of Goods Sold	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Gross	\$59,443.15	(\$311,062.78)	\$8,519.73	\$494,835.19	(\$113,718.32)	\$381,116.87

TMA	Total
Amount	Amount

\$0.00	\$20,000.00
\$0.00	\$0.00
\$31,829.44	\$250,527.40
\$0.00	\$993,360.12
\$1,296,377.43	\$2,457,923.80
\$0.00	\$0.00
\$0.00	\$507,585.00
\$0.00	\$81,280.17
\$0.00	\$2,110.13
\$0.00	\$465,471.01
\$0.00	\$0.00
\$1,328,206.87	\$4,725,086.63
\$1,328,206.87	\$4,725,086.63

\$705,000.00	\$1,160,860.44
\$413,767.13	\$1,163,632.51
\$59,231.83	\$178,612.34
\$0.00	\$132,450.64
\$14,100.62	\$64,574.53
\$34,800.00	\$1,483,910.88
\$69,541.79	\$112,545.18
\$2,648.00	\$109,704.36
\$0.00	\$219.86
\$0.00	\$0.00
\$28,559.85	\$325,579.99
\$1,327,649.22	\$4,586,512.01

\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
\$0.00	\$0.00
\$557.65	\$138,574.62

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Adjust 2025
Options: Activity Only

Transportation

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4200 - Miscellaneous Revenue	\$54,340.50	\$67,051.05	(\$12,710.55)	123.39%
4400 - State Revenue	\$0.00	\$138,810.00	(\$138,810.00)	0.00%
4500 - Federal Revenue	\$307,929.50	\$744,442.00	(\$436,512.50)	241.76%
5000 - Rental Revenue	\$0.00	\$3,906.00	(\$3,906.00)	0.00%
5100 - Program Fee Revenue	\$0.00	\$357,860.64	(\$357,860.64)	0.00%
5300 - Interest and Dividends	\$0.00	\$769.64	(\$769.64)	0.00%
5400 - Revenue from other sources	\$0.00	\$54,180.73	(\$54,180.73)	0.00%
Total - Income	\$362,270.00	\$1,367,020.06	(\$1,004,750.06)	377.35%
Gross Profit	\$362,270.00	\$1,367,020.06	(\$1,004,750.06)	377.35%
Expense				
7200 - Salaries & related expenses	\$0.00	\$1,006,269.84	(\$1,006,269.84)	0.00%
7300 - Indirect Cost Pool Expense	\$0.00	\$160,791.87	(\$160,791.87)	0.00%
7500 - Contract/Consultant Services	\$0.00	\$16,308.78	(\$16,308.78)	0.00%
8100 - Non personnel expenses	\$0.00	\$54,638.00	(\$54,638.00)	0.00%
8200 - Facility & equipment expenses	\$362,270.00	\$47,872.45	\$314,397.55	13.21%
8300 - Travel & meetings expenses	\$0.00	\$142,804.82	(\$142,804.82)	0.00%
8400 - Insurance Expense	\$0.00	\$101,399.88	(\$101,399.88)	0.00%
Total - Expense	\$362,270.00	\$1,530,085.64	(\$1,167,815.64)	422.36%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$0.00	\$21,218.72	(\$21,218.72)	0.00%
Total - Other Expense	\$0.00	\$21,218.72	(\$21,218.72)	0.00%
Net Income	\$0.00	(\$184,284.30)	\$184,284.30	0.00%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Lift Income/Expense Statement Summary
From Jan 2025 to Adjust 2025

Financial Row

50 Transportation

		Transit	Total
	Amount	Amount	Amount
Income			
Income			
4000 - Contribution Revenue	\$0.00	\$0.00	\$0.00
4100 - Inkind Revenue	\$0.00	\$0.00	\$0.00
4200 - Miscellaneous Revenue	\$0.00	\$67,051.05	\$67,051.05
4400 - State Revenue	\$0.00	\$138,810.00	\$138,810.00
4500 - Federal Revenue	\$0.00	\$744,442.00	\$744,442.00
4900 - Recoveries from Programs	\$0.00	\$0.00	\$0.00
5000 - Rental Revenue	\$0.00	\$3,906.00	\$3,906.00
5100 - Program Fee Revenue	\$8,920.20	\$348,940.44	\$357,860.64
5300 - Interest and Dividends	\$0.00	\$769.64	\$769.64
5400 - Revenue from other sources	\$0.00	\$54,180.73	\$54,180.73
5800 - Special Event	\$0.00	\$0.00	\$0.00
Total - Income	\$8,920.20	\$1,358,099.86	\$1,367,020.06
Total Income	\$8,920.20	\$1,358,099.86	\$1,367,020.06
Expense			
Expense			
7000 - Grants, contracts, & direct assistance	\$0.00	\$0.00	\$0.00
7200 - Salaries & related expenses	\$29,002.82	\$977,267.02	\$1,006,269.84
7300 - Indirect Cost Pool Expense	\$5,049.88	\$155,741.99	\$160,791.87
7500 - Contract/Consultant Services	\$0.00	\$16,308.78	\$16,308.78
8100 - Non personnel expenses	\$0.00	\$54,638.00	\$54,638.00
8200 - Facility & equipment expenses	\$0.00	\$47,872.45	\$47,872.45
8300 - Travel & meetings expenses	\$0.00	\$142,804.82	\$142,804.82
8400 - Insurance Expense	\$0.00	\$101,399.88	\$101,399.88
8700 - Food Expenses	\$0.00	\$0.00	\$0.00
8800 - In-Kind Expenses	\$0.00	\$0.00	\$0.00
Other Expense			
8500 - Other Expense	\$0.00	\$21,218.72	\$21,218.72
Total Expense	\$34,052.70	\$1,517,251.66	\$1,551,304.36
8000 - Cost of Goods Sold			
8010 - Resale Fuel Expense	\$0.00	\$0.00	\$0.00
8020 - Ship Store (Resale Inv)	\$0.00	\$0.00	\$0.00
8021 - Ship Store (Beer)	\$0.00	\$0.00	\$0.00
Total - 8000 - Cost of Goods Sold	\$0.00	\$0.00	\$0.00
Gross	(\$25,132.50)	(\$159,151.80)	(\$184,284.30)

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Adjust 2025

Options: Activity Only

Economic Development

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4000 - Contribution Revenue	\$0.00	\$656.34	(\$656.34)	0.00%
4200 - Miscellaneous Revenue	\$0.00	\$1,874.79	(\$1,874.79)	0.00%
4400 - State Revenue	\$0.00	\$108,126.33	(\$108,126.33)	0.00%
4500 - Federal Revenue	\$0.00	\$75,000.00	(\$75,000.00)	0.00%
5100 - Program Fee Revenue	\$0.00	\$476,103.71	(\$476,103.71)	0.00%
5300 - Interest and Dividends	\$0.00	\$22,123.23	(\$22,123.23)	0.00%
5400 - Revenue from other sources	\$0.00	\$9,007.17	(\$9,007.17)	0.00%
5800 - Special Event	\$0.00	\$11,524.16	(\$11,524.16)	0.00%
Total - Income	\$0.00	\$704,415.73	(\$704,415.73)	0.00%
Cost Of Sales				
8000 - Cost of Goods Sold	\$0.00	\$6,869.43	(\$6,869.43)	0.00%
Total - Cost Of Sales	\$0.00	\$6,869.43	(\$6,869.43)	0.00%
Gross Profit	\$0.00	\$697,546.30	(\$697,546.30)	0.00%
Expense				
7200 - Salaries & related expenses	\$0.00	\$317,539.73	(\$317,539.73)	0.00%
7300 - Indirect Cost Pool Expense	\$0.00	\$59,456.67	(\$59,456.67)	0.00%
7500 - Contract/Consultant Services	\$0.00	\$86,546.27	(\$86,546.27)	0.00%
8100 - Non personnel expenses	\$0.00	\$40,987.01	(\$40,987.01)	0.00%
8200 - Facility & equipment expenses	\$0.00	\$207,969.42	(\$207,969.42)	0.00%
8300 - Travel & meetings expenses	\$0.00	\$10,779.95	(\$10,779.95)	0.00%
8400 - Insurance Expense	\$0.00	\$83,967.80	(\$83,967.80)	0.00%
Total - Expense	\$0.00	\$807,246.85	(\$807,246.85)	0.00%
Other Income and Expenses				
Other Expense				
8500 - Other Expense	\$0.00	\$53,986.28	(\$53,986.28)	0.00%
Total - Other Expense	\$0.00	\$53,986.28	(\$53,986.28)	0.00%
Net Income	\$0.00	(\$163,686.83)	\$163,686.83	0.00%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Lift Income/Expense Statement Summary
From Jan 2025 to Adjust 2025

Financial Row

60 Economic Development

	Economic Development	Lending		State Parks				Total
	Amount	Amount	Amount	Clayton Lake Amount	Hugo Lake Amount	Raymond Gary Amount	Total Amount	Amount
Income								
Income								
4000 - Contribution Revenue	\$0.00	\$0.00	\$654.77	\$1.56	\$0.00	\$0.01	\$656.34	\$656.34
4100 - Inkind Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4200 - Miscellaneous Revenue	\$0.00	\$0.00	\$1,874.79	\$0.00	\$0.00	\$0.00	\$1,874.79	\$1,874.79
4400 - State Revenue	\$0.00	\$0.00	\$49,148.35	\$28,515.00	\$0.00	\$30,462.98	\$108,126.33	\$108,126.33
4500 - Federal Revenue	\$75,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00
4900 - Recoveries from Programs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5000 - Rental Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5100 - Program Fee Revenue	(\$8,561.01)	(\$5,612.99)	\$395,543.43	\$25,728.97	\$21,272.30	\$47,733.01	\$490,277.71	\$476,103.71
5300 - Interest and Dividends	\$21,311.45	\$438.69	\$258.03	\$0.00	\$0.03	\$115.03	\$373.09	\$22,123.23
5400 - Revenue from other sources	\$1,183.80	\$0.00	\$7,395.90	\$85.00	\$43.61	\$298.86	\$7,823.37	\$9,007.17
5800 - Special Event	\$0.00	\$0.00	\$11,174.16	\$0.00	\$350.00	\$0.00	\$11,524.16	\$11,524.16
Total - Income	\$88,934.24	(\$5,174.30)	\$466,049.43	\$54,330.53	\$21,665.94	\$78,609.89	\$620,655.79	\$704,415.73
Total Income	\$88,934.24	(\$5,174.30)	\$466,049.43	\$54,330.53	\$21,665.94	\$78,609.89	\$620,655.79	\$704,415.73
Expense								
Expense								
7000 - Grants, contracts, & direct assistance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7200 - Salaries & related expenses	\$0.00	(\$19,661.88)	\$49,460.48	\$50,968.22	\$177,062.74	\$59,710.17	\$337,201.61	\$317,539.73
7300 - Indirect Cost Pool Expense	\$0.00	\$8,851.61	(\$5,572.53)	\$9,632.07	\$34,882.96	\$11,662.56	\$50,605.06	\$59,456.67
7500 - Contract/Consultant Services	\$0.00	\$0.00	\$78,136.02	\$640.00	\$3,436.75	\$4,333.50	\$86,546.27	\$86,546.27
8100 - Non personnel expenses	\$0.00	(\$151.06)	\$33,195.42	\$3,520.71	\$1,445.96	\$2,975.98	\$41,138.07	\$40,987.01
8200 - Facility & equipment expenses	\$0.00	(\$2,175.00)	\$164,699.52	\$17,614.53	\$12,048.87	\$15,781.50	\$210,144.42	\$207,969.42
8300 - Travel & meetings expenses	\$0.00	(\$121.10)	\$4,979.74	\$236.60	\$1,601.03	\$4,083.68	\$10,901.05	\$10,779.95
8400 - Insurance Expense	\$0.00	\$0.00	\$72,603.90	\$4,089.51	\$0.00	\$7,274.39	\$83,967.80	\$83,967.80
8700 - Food Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8800 - In-Kind Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Expense								
8500 - Other Expense	\$0.00	(\$0.55)	\$48,317.29	\$1,264.32	\$1,682.81	\$2,722.41	\$53,986.83	\$53,986.28
Total Expense	\$0.00	(\$13,257.98)	\$445,819.84	\$87,965.96	\$232,161.12	\$108,544.19	\$874,491.11	\$861,233.13
8000 - Cost of Goods Sold								
8010 - Resale Fuel Expense	\$0.00	\$0.00	\$4,031.91	\$0.00	\$544.35	\$0.00	\$4,576.26	\$4,576.26
8020 - Ship Store (Resale Inv)	\$0.00	\$0.00	\$1,015.90	\$0.00	\$273.87	\$0.00	\$1,289.77	\$1,289.77
8021 - Ship Store (Beer)	\$0.00	\$0.00	\$1,003.40	\$0.00	\$0.00	\$0.00	\$1,003.40	\$1,003.40
Total - 8000 - Cost of Goods Sold	\$0.00	\$0.00	\$6,051.21	\$0.00	\$818.22	\$0.00	\$6,869.43	\$6,869.43
Gross	\$88,934.24	\$8,083.68	\$20,229.59	(\$33,635.43)	(\$210,495.18)	(\$29,934.30)	(\$253,835.32)	(\$156,817.40)

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
Credit Card Vendor Totals
Dec 2025, Adjust 2025
Options: Show Zeros

NAME	AMOUNT (GROSS)
Elan Travel Bank	\$30,021.41
HOME DEPOT BRC/GECF	\$7,068.46
Total	\$37,089.87

LIFT Community Action Agency Inc
 Parent - Lift : LIFT Community Action Agency Inc
 Credit Card Report
 Dec 2025, Adjust 2025

Program	Facility & equipment expenses					Food Expenses				Grants, contracts, & direct assistance	Non person			
	E, APPLIANC													
	Constructio n Rehab & Renovation	ES & EQUIPMEN T - NOT CAPITALIZ	Repair/Main Building/Eq uip	WX Tools & Equipment	Total	Food Nutrition Cost Amount	Non -Food, Nutrition Cost Amount	Other Food Expense Amount	Total	Direct Assistance - Other Amount	Events/Mee ting Expense Amount	Medical/Den tal Supplies Amount	Office/Teac hing Supplies Amount	Other/Maint Supplies Amount
Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
Administration			\$294.07		\$294.07			\$466.92	\$466.92				\$164.99	\$299.39
CASA					\$0.00				\$0.00	\$390.45				
Choosing Childbirth					\$0.00				\$0.00				\$5,210.49	
Community Services					\$0.00				\$0.00				\$304.75	
Early Head Start Child Care			\$254.78		\$254.78				\$0.00			\$1,307.19	\$335.17	
Early Learning Centers					\$0.00	\$212.66	\$51.02	\$251.12	\$514.80				\$702.64	
EHS -EARLY HEAD START			\$137.19		\$137.19			\$10.66	\$10.66					\$11.60
HEAD START / EARLY HEAD START					\$0.00		\$136.48		\$136.48					
Healthy Start					\$0.00				\$0.00					
Housing	\$62.67		\$7.24		\$69.91				\$0.00					
HS -Head Start			\$352.80		\$352.80			\$39.88	\$39.88		\$451.28		\$817.12	
Safe Place Healing Hearts					\$0.00				\$0.00	\$1,094.27				
State Park Operations		\$182.36	\$1,833.69		\$2,016.05				\$0.00					\$2,550.46
TMA					\$0.00				\$0.00					
TRANSIT					\$0.00				\$0.00					
Tri-CORPS					\$0.00				\$0.00					
Weatherization				\$90.00	\$90.00				\$0.00					
WRO					\$0.00		\$52.80	\$1,025.05	\$1,077.85				\$404.25	
Youth Build					\$0.00				\$0.00	\$965.52	\$166.57			
Total	\$62.67	\$182.36	\$2,879.77	\$90.00	\$3,214.80	\$212.66	\$240.30	\$1,793.63	\$2,246.59	\$2,450.24	\$617.85	\$1,307.19	\$7,939.41	\$2,861.45

nel expenses				Other Expense								Travel & meetings expenses			Total	
Postage & shipping Amount	Telephone & Internet Amount	WX Materials Amount	Total Amount	Advertising & Computer & Community Sponsorships	Software Related Expenses	Fees/Dues Amount	Incentive Expense Amount	Other Expenses Amount	PROJECT EXPENSE Amount	Recognition Amount	Training & TTA Amount	Total Amount	Out of Area Travel Amount	Vehicle Repair & Maint	Total Amount	Amount
				Amount	Amount									Amount		
	\$258.71		\$723.09		\$1,213.71					\$392.31		\$1,606.02			\$0.00	\$3,090.10
			\$0.00									\$0.00			\$0.00	\$390.45
			\$5,210.49				\$2,500.00					\$2,500.00			\$0.00	\$7,710.49
			\$304.75									\$0.00			\$0.00	\$304.75
			\$1,642.36			\$28.55					\$580.00	\$608.55			\$0.00	\$2,505.69
			\$702.64									\$0.00			\$0.00	\$1,217.44
	\$120.00		\$131.60			\$54.25					\$525.00	\$579.25			\$0.00	\$858.70
			\$0.00									\$0.00			\$0.00	\$136.48
			\$0.00								\$205.00	\$205.00			\$0.00	\$205.00
			\$0.00									\$0.00			\$0.00	\$69.91
	\$480.00		\$1,748.40		\$203.84	\$79.95				\$103.71	\$158.69	\$546.19			\$0.00	\$2,687.27
			\$0.00									\$0.00			\$0.00	\$1,094.27
	\$946.88		\$3,497.34									\$0.00			\$0.00	\$5,513.39
			\$0.00		\$203.88	\$25.00						\$228.88	\$1,449.92		\$1,449.92	\$1,678.80
			\$0.00			\$119.34						\$119.34			\$0.00	\$119.34
			\$0.00	\$120.00			\$200.00					\$320.00			\$0.00	\$320.00
		\$628.96	\$628.96								\$1,612.60	\$1,612.60		\$25.05	\$25.05	\$2,356.61
\$15.60			\$419.85	\$586.67	\$248.00	\$250.00		\$1,164.07				\$2,248.74			\$0.00	\$3,746.44
			\$166.57						\$1,187.96		\$603.19	\$1,791.15	\$161.50		\$161.50	\$3,084.74
\$15.60	\$1,805.59	\$628.96	\$15,176.05	\$706.67	\$1,869.43	\$557.09	\$2,700.00	\$1,164.07	\$1,187.96	\$496.02	\$3,684.48	\$12,365.72	\$1,611.42	\$25.05	\$1,636.47	\$37,089.87

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Dec 2025 to Nov 2026
Options: Activity Only

HS 25-26

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4100 - Inkind Revenue	\$834,026.00	\$8,558.70	\$825,467.30	1.03%
4500 - Federal Revenue	\$3,336,104.00	\$122,245.00	\$3,213,859.00	3.66%
Total - Income	\$4,170,130.00	\$130,803.70	\$4,039,326.30	3.14%
Gross Profit	\$4,170,130.00	\$130,803.70	\$4,039,326.30	3.14%
Expense				
7200 - Salaries & related expenses				
7220 - Salaries & wages - other	\$1,945,198.00	\$144,687.16	\$1,800,510.84	7.44%
7230 - Pension plan contributions	\$194,519.80	\$8,437.46	\$186,082.34	4.34%
7240 - Employee benefits - not pension	\$348,689.77	\$21,815.25	\$326,874.52	6.26%
7250 - Payroll taxes, etc.	\$166,314.43	\$11,692.29	\$154,622.14	7.03%
Total - 7200 - Salaries & related expenses	\$2,654,722.00	\$186,632.16	\$2,468,089.84	7.03%
7300 - Indirect Cost Pool Expense				
7300 - Indirect Cost Pool Expense	\$451,286.00	\$30,748.81	\$420,537.19	6.81%
7500 - Contract/Consultant Services				
7500 - Contract/Consultant Services	\$6,500.00	\$2,365.62	\$4,134.38	36.39%
8100 - Non personnel expenses				
8110 - Office/Teaching Supplies	\$13,250.00	\$769.74	\$12,480.26	5.81%
8120 - Other/Maint Supplies	\$0.00	\$1,400.84	(\$1,400.84)	0.00%
8130 - Telephone & Internet	\$12,030.00	\$5,847.60	\$6,182.40	48.61%
8140 - Postage & shipping	\$40.00	\$13.11	\$26.89	32.78%
8150 - Medical/Dental Supplies	\$0.00	\$473.70	(\$473.70)	0.00%
8170 - Printing & copying	\$1,000.00	\$357.19	\$642.81	35.72%
Total - 8100 - Non personnel expenses	\$26,320.00	\$8,862.18	\$17,457.82	33.67%
8200 - Facility & equipment expenses				
8210 - Space Lease	\$0.00	\$558.96	(\$558.96)	0.00%
8220 - Electric	\$6,000.00	\$1,170.46	\$4,829.54	19.51%
8225 - Water	\$2,000.00	\$178.80	\$1,821.20	8.94%
8230 - Trash	\$1,000.00	\$520.39	\$479.61	52.04%
8235 - Sewer	\$2,000.00	\$138.54	\$1,861.46	6.93%
8240 - Natural Gas	\$1,030.00	\$27.26	\$1,002.74	2.65%
8260 - Repair/Maint for Building/Equip	\$38,425.00	\$2,549.92	\$35,875.08	6.64%
Total - 8200 - Facility & equipment expenses	\$50,455.00	\$5,144.33	\$45,310.67	10.20%
8300 - Travel & meetings expenses				
8310 - Local Travel	\$8,500.00	\$446.80	\$8,053.20	5.26%
8320 - Out of Area Travel	\$3,400.00	\$0.00	\$3,400.00	0.00%
8330 - Fuel Cost	\$2,000.00	\$240.85	\$1,759.15	12.04%
8335 - Vehicle Repair & Maint	\$750.00	\$153.48	\$596.52	20.46%
8340 - Child Transportation Exp	\$3,000.00	\$98.00	\$2,902.00	3.27%
Total - 8300 - Travel & meetings expenses	\$17,650.00	\$939.13	\$16,710.87	5.32%
8400 - Insurance Expense	\$20,500.00	\$0.00	\$20,500.00	0.00%
8700 - Food Expenses				
8710 - Food Nutrition Cost	\$46,800.00	\$2,069.05	\$44,730.95	4.42%
Total - 8700 - Food Expenses	\$46,800.00	\$2,069.05	\$44,730.95	4.42%
8800 - In-Kind Expenses				
8800 - In-Kind Expenses	\$834,026.00	\$8,558.70	\$825,467.30	1.03%
Total - Expense	\$4,108,259.00	\$245,319.98	\$3,862,939.02	5.97%
Other Income and Expenses				
Other Expense				
8500 - Other Expense				
8520 - Recognition	\$2,715.00	\$20.89	\$2,694.11	0.77%
8530 - Fees/Dues	\$1,200.00	\$582.20	\$617.80	48.52%
8540 - Training & TTA	\$39,956.00	\$367.70	\$39,588.30	0.92%
8545 - Parent Services	\$1,000.00	\$0.00	\$1,000.00	0.00%
8546 - Transition	\$1,200.00	\$0.00	\$1,200.00	0.00%
8560 - Computer & Software Related Expenses	\$13,400.00	\$5.50	\$13,394.50	0.04%
8570 - Advertising & Community Sponsorships	\$400.00	\$274.74	\$125.26	68.69%
8590 - Other Expenses	\$2,000.00	\$0.00	\$2,000.00	0.00%
Total - 8500 - Other Expense	\$61,871.00	\$1,251.03	\$60,619.97	2.02%
Total - Other Expense	\$61,871.00	\$1,251.03	\$60,619.97	2.02%
Net Income	\$0.00	(\$115,767.31)	\$115,767.31	0.00%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Dec 2025 to Nov 2026
Options: Activity Only

EHS 25-26

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4100 - Inkind Revenue	\$319,607.00	\$8,869.68	\$310,737.32	2.78%
4500 - Federal Revenue	\$1,278,427.00	\$47,715.00	\$1,230,712.00	3.73%
Total - Income	\$1,598,034.00	\$56,584.68	\$1,541,449.32	3.54%
Gross Profit	\$1,598,034.00	\$56,584.68	\$1,541,449.32	3.54%
Expense				
7200 - Salaries & related expenses				
7220 - Salaries & wages - other	\$687,495.00	\$58,553.53	\$628,941.47	8.52%
7230 - Pension plan contributions	\$68,749.50	\$3,286.76	\$65,462.74	4.78%
7240 - Employee benefits - not pension	\$126,898.68	\$10,322.18	\$116,576.50	8.13%
7250 - Payroll taxes, etc.	\$58,780.82	\$4,842.72	\$53,938.10	8.24%
Total - 7200 - Salaries & related expenses	\$941,924.00	\$77,005.19	\$864,918.81	8.18%
7300 - Indirect Cost Pool Expense	\$159,499.00	\$14,042.23	\$145,456.77	8.80%
7500 - Contract/Consultant Services	\$0.00	\$364.68	(\$364.68)	0.00%
8100 - Non personnel expenses				
8110 - Office/Teaching Supplies	\$34,340.00	\$726.96	\$33,613.04	2.12%
8120 - Other/Maint Supplies	\$0.00	\$526.85	(\$526.85)	0.00%
8130 - Telephone & Internet	\$12,750.00	\$1,740.99	\$11,009.01	13.65%
8140 - Postage & shipping	\$300.00	\$5.10	\$294.90	1.70%
8150 - Medical/Dental Supplies	\$5,000.00	\$184.20	\$4,815.80	3.68%
8170 - Printing & copying	\$1,200.00	\$165.46	\$1,034.54	13.79%
Total - 8100 - Non personnel expenses	\$53,590.00	\$3,349.56	\$50,240.44	6.25%
8200 - Facility & equipment expenses				
8210 - Space Lease	\$0.00	\$77.36	(\$77.36)	0.00%
8220 - Electric	\$6,000.00	\$383.69	\$5,616.31	6.39%
8225 - Water	\$2,000.00	\$52.58	\$1,947.42	2.63%
8230 - Trash	\$1,000.00	\$178.32	\$821.68	17.83%
8235 - Sewer	\$2,000.00	\$31.36	\$1,968.64	1.57%
8240 - Natural Gas	\$1,750.00	\$23.42	\$1,726.58	1.34%
8260 - Repair/Maint for Building/Equip	\$25,394.00	\$5,684.82	\$19,709.18	22.39%
Total - 8200 - Facility & equipment expenses	\$38,144.00	\$6,431.55	\$31,712.45	16.86%
8300 - Travel & meetings expenses				
8310 - Local Travel	\$5,000.00	\$343.33	\$4,656.67	6.87%
8320 - Out of Area Travel	\$3,400.00	\$0.00	\$3,400.00	0.00%
8330 - Fuel Cost	\$250.00	\$93.66	\$156.34	37.46%
8335 - Vehicle Repair & Maint	\$500.00	\$74.93	\$425.07	14.99%
Total - 8300 - Travel & meetings expenses	\$9,150.00	\$511.92	\$8,638.08	5.59%
8400 - Insurance Expense	\$13,500.00	\$0.00	\$13,500.00	0.00%
8700 - Food Expenses				
8710 - Food Nutrition Cost	\$22,070.00	\$0.00	\$22,070.00	0.00%
8730 - Other Food Expense	\$9,250.00	\$317.76	\$8,932.24	3.44%
Total - 8700 - Food Expenses	\$31,320.00	\$317.76	\$31,002.24	1.01%
8800 - In-Kind Expenses	\$319,607.00	\$8,869.68	\$310,737.32	2.78%
Total - Expense	\$1,566,734.00	\$110,892.57	\$1,455,841.43	7.08%
Other Income and Expenses				
Other Expense				
8500 - Other Expense				
8520 - Recognition	\$2,700.00	\$0.00	\$2,700.00	0.00%
8530 - Fees/Dues	\$3,796.00	\$234.22	\$3,561.78	6.17%
8540 - Training & TTA	\$19,304.00	\$1,758.00	\$17,546.00	9.11%
8545 - Parent Services	\$2,500.00	\$0.00	\$2,500.00	0.00%
8570 - Advertising & Community Sponsorships	\$500.00	\$106.83	\$393.17	21.37%
8590 - Other Expenses	\$2,500.00	\$0.00	\$2,500.00	0.00%
Total - 8500 - Other Expense	\$31,300.00	\$2,099.05	\$29,200.95	6.71%
Total - Other Expense	\$31,300.00	\$2,099.05	\$29,200.95	6.71%
Net Income	\$0.00	(\$56,406.94)	\$56,406.94	0.00%

LIFT Community Action Agency Inc
Parent - Lift : LIFT Community Action Agency Inc
LIFT | Budget vs. Actual by Grant
From Jan 2025 to Jul 2026
Options: Activity Only

EMSec 25 26

FINANCIAL ROW	BUDGET AMOUNT	AMOUNT EXPENDED	BUDGET BALANCE	% OF BUDGET
Ordinary Income/Expense				
Income				
4100 - Inkind Revenue	\$0.00	\$3,915.23	(\$3,915.23)	0.00%
4500 - Federal Revenue	\$2,267,831.00	\$842,447.00	\$1,425,384.00	37.15%
Total - Income	\$2,267,831.00	\$846,362.23	\$1,421,468.77	37.32%
Gross Profit	\$2,267,831.00	\$846,362.23	\$1,421,468.77	37.32%
Expense				
7200 - Salaries & related expenses				
7220 - Salaries & wages - other	\$595,220.00	\$249,134.43	\$346,085.57	41.86%
7230 - Pension plan contributions	\$48,403.00	\$21,779.99	\$26,623.01	45.00%
7240 - Employee benefits - not pension	\$95,892.00	\$43,631.02	\$52,260.98	45.50%
7250 - Payroll taxes, etc.	\$47,435.00	\$19,229.79	\$28,205.21	40.54%
Total - 7200 - Salaries & related expenses	\$786,950.00	\$333,775.23	\$453,174.77	42.41%
7300 - Indirect Cost Pool Expense				
7310 - Indirect Expense	\$156,543.00	\$58,299.78	\$98,243.22	37.24%
Total - 7300 - Indirect Cost Pool Expense	\$156,543.00	\$58,299.78	\$98,243.22	37.24%
7500 - Contract/Consultant Services				
7540 - Professional Services	\$3,500.00	\$0.00	\$3,500.00	0.00%
7550 - Contract Services	\$15,840.00	\$5,537.38	\$10,302.62	34.96%
7560 - Partner Contracts	\$1,039,235.00	\$347,894.15	\$691,340.85	33.48%
Total - 7500 - Contract/Consultant Services	\$1,058,575.00	\$353,431.53	\$705,143.47	33.39%
8100 - Non personnel expenses				
8110 - Office/Teaching Supplies	\$56,000.00	\$30,833.48	\$25,166.52	55.06%
8120 - Other/Maint Supplies	\$0.00	\$5,637.95	(\$5,637.95)	0.00%
8130 - Telephone & Internet	\$7,200.00	\$3,648.26	\$3,551.74	50.67%
8140 - Postage & shipping	\$5,000.00	\$31.93	\$4,968.07	0.64%
8150 - Medical/Dental Supplies	\$2,000.00	\$1,779.20	\$220.80	88.96%
8170 - Printing & copying	\$5,000.00	\$1,600.60	\$3,399.40	32.01%
8180 - Fatherhood	\$2,000.00	\$0.00	\$2,000.00	0.00%
Total - 8100 - Non personnel expenses	\$77,200.00	\$43,531.42	\$33,668.58	56.39%
8200 - Facility & equipment expenses				
8210 - Space Lease	\$0.00	\$431.04	(\$431.04)	0.00%
8220 - Electric	\$3,600.00	\$2,566.26	\$1,033.74	71.29%
8225 - Water	\$1,200.00	\$143.41	\$1,056.59	11.95%
8230 - Trash	\$1,200.00	\$350.75	\$849.25	29.23%
8235 - Sewer	\$1,200.00	\$81.27	\$1,118.73	6.77%
8240 - Natural Gas	\$0.00	\$178.58	(\$178.58)	0.00%
8260 - Repair/Maint for Building/Equip	\$45,000.00	\$10,298.79	\$34,701.21	22.89%
Total - 8200 - Facility & equipment expenses	\$52,200.00	\$14,050.10	\$38,149.90	26.92%
8300 - Travel & meetings expenses				
8310 - Local Travel	\$7,500.00	\$4,642.35	\$2,857.65	61.90%
8320 - Out of Area Travel	\$5,000.00	\$283.09	\$4,716.91	5.66%
8330 - Fuel Cost	\$5,000.00	\$57.00	\$4,943.00	1.14%
8335 - Vehicle Repair & Maint	\$0.00	\$84.55	(\$84.55)	0.00%
Total - 8300 - Travel & meetings expenses	\$17,500.00	\$5,066.99	\$12,433.01	28.95%
8400 - Insurance Expense	\$6,000.00	\$0.00	\$6,000.00	0.00%
8700 - Food Expenses				
8710 - Food Nutrition Cost	\$0.00	\$367.15	(\$367.15)	0.00%
8720 - Non -Food, Nutrition Cost	\$3,000.00	\$0.00	\$3,000.00	0.00%
8730 - Other Food Expense	\$3,000.00	\$23.35	\$2,976.65	0.78%
Total - 8700 - Food Expenses	\$6,000.00	\$390.50	\$5,609.50	6.51%
8800 - In-Kind Expenses				
	\$0.00	\$3,915.23	(\$3,915.23)	0.00%
Total - Expense	\$2,160,968.00	\$812,460.78	\$1,348,507.22	37.60%
Other Income and Expenses				
Other Expense				
8500 - Other Expense				
8520 - Recognition	\$25,000.00	\$0.00	\$25,000.00	0.00%
8530 - Fees/Dues	\$1,500.00	\$738.21	\$761.79	49.21%
8540 - Training & TTA	\$42,863.00	\$7,135.34	\$35,727.66	16.65%
8560 - Computer & Software Related Expenses	\$26,000.00	\$228.71	\$25,771.29	0.88%
8570 - Advertising & Community Sponsorships	\$5,000.00	\$6,473.80	(\$1,473.80)	129.48%
8590 - Other Expenses	\$6,500.00	\$0.00	\$6,500.00	0.00%
8595 - Subsidy Expense	\$0.00	\$142,896.46	(\$142,896.46)	0.00%
Total - 8500 - Other Expense	\$106,863.00	\$157,472.52	(\$50,609.52)	147.36%
Total - Other Expense	\$106,863.00	\$157,472.52	(\$50,609.52)	147.36%
Net Income	\$0.00	(\$123,571.07)	\$123,571.07	0.00%

TO: Rebecca Porter, LIFT Community Action Agency, Inc.

FROM: Elizabeth Hollins, Senior Director, Midwest Region

DATE: December 16, 2025

SUBJECT: Fiscal Year 2026 Network NTI Training Grant & Lodging Benefit

We are very pleased to share details of the FY 2026 Network NTI Training Grant & Lodging Benefit for your organization. The Network NTI Training Grant & Lodging Benefit is designed to provide high value to your organization with relatively low administrative burden. Please retain this memorandum and all attachments in your files as this information will be critical to planning and supporting your organization's training needs throughout the year.

Network NTI Training Grant & Lodging Benefit

The Network NTI Training Grant & Lodging Benefit will include the following elements:

- **Training Grant** – Every network organization will receive an expendable, unrestricted training grant to be deployed at their discretion to support the professional development needs of their staff.
- **Discounted Course Tuition for all NeighborWorks trainings in FY26**– All staff at every network organization will have access to a 30% discount of the tuition fees for NTIs. This will apply to regularly priced courses and will not apply to course pricing that has already been reduced.
- **Lodging at NeighborWorks Training Institutes (NTI)** – The first "X number"¹ of registrations from the network will receive the benefit of free lodging for the duration of their attendance at the NTI in accordance with their course registration schedule. The available free lodging admissions for each event is determined prior to registration opening. For example, the Chicago NTI in February 2026 will have 600 free lodging benefit admissions available for network members. In FY25, the lodging benefits available to network registrants were not fully utilized and all network lodging request registrations received by the event registration deadlines were accommodated. Once the maximum number has been reached, the remaining registrants will be responsible for their own lodging arrangements and costs. A limited number of event-negotiated discounted room rates will be available to the general public at the event hotel.

Please reference the Frequently Asked Questions (FAQs) document attached for additional information and clarification.

FY 2026 NeighborWorks Training Institutes

NTI Location	Dates	Registration Deadline
Chicago, IL	February 23 – February 27, 2026	January 26, 2026
Miami, FL	August 10 – 14, 2026	TBD

¹ The maximum number of registrants who will receive this benefit will vary per NTI. Please plan to register early to ensure your organization can receive full advantage of this benefit.

As always, network organizations are encouraged to register early for the NTIs. The free lodging benefit, which provides attendees with lodging for the duration of their attendance at the NTI in accordance with their course registration schedule, is limited. This benefit is offered on a first-come, first-served basis and, once we have reached the maximum number, all remaining registrants will be responsible for their own lodging arrangements and costs.

Registration

For NTI events in FY26, we are using the collaboration platform for event registration and as the main location for all your key event information, individualized schedule and assigned hotel lodging, when applicable. **Even if you have registered for prior NTIs, each event in this platform requires a full profile to be created for that specific event, including a login email and password. While you can continue to use the same email address, do not attempt to log into the site with your credentials for a prior NTI event.** The following link will take you to the online registration system for the Chicago NTI event only:

<https://collabornation.net/ntichicago2026>.

Network staff will not need a code to register for the NTIs. The registration system will authenticate registrants who select that they are a network member in their profile and choose from a pull down of network organizations to attach to their profile record, this will allow the system to apply the network discount of 30% to total tuition costs based on the courses selected (this will apply to regularly priced courses only and will not apply to course pricing that has already been reduced).

Lodging

The first “X number”² of network staff to register for an NTI will have the option to also register for free lodging. The Chicago NTI in February 2026 will have 600 free lodging benefit admissions available for network members; the available admissions for subsequent NTIs will be announced as registration opens for those events. This benefit is non-transferable and the name on the lodging registration will match the name as listed on the course registration. Only the person who registered for the courses and who was able to reserve lodging at the same time will be able to officially check-in and check-out of the hotel.

NeighborWorks America cannot guarantee a room with two double beds. However, approximately one week prior to the event, all our reservations will be in the hotel’s reservation system and attendees can contact the hotel directly at that time to request a double-bed room. Please be sure to include your request for a double-bed room when you register; although we cannot guarantee a double-bed room, we will submit your request to the hotel when we submit our lodging list.

If two participants want to share a room, only one participant (primary registrant) should reserve lodging (either by taking advantage of the lodging benefit if registrant is eligible, or by reserving a discounted-rate, at-own-expense room as is available); the other participant would select the “**Network Member No Lodging Needed**” option when registering. However, if for any reason the primary registrant who reserved the room using the free lodging benefit decides to cancel their registration from the event, the room is non-transferrable to the other participant. If the room was reserved at the discounted, at-your-own expense cost and the primary registrant decided to cancel their registration from the event, please contact the hotel directly **prior** to the event and in accordance with the hotel’s reservation change/cancellation policy to make those adjustments. Once a participant who registered for the event with the Network Member Lodging Benefit cancels their registration from the event, their lodging reservation is cancelled as well.

The Lodging Benefit applies to NTIs only. Organizations selected by invitation, or through a competitive application, to participate in activities such as *Excellence in Governance*, *special convenings*, *programs and/or forums*, *membership meetings*, and/or the *Portfolio Strengthening Clinic* will be provided additional guidance specific to those events.

² The maximum number of registrants who will receive this benefit will vary per NTI. Please plan to register early to ensure your organization can receive full advantage of this benefit.

Meetings and Events

You will receive invitations and reminders about special initiative, programmatic or member meetings directly from the meeting host, including any special registration forms and instructions, prior to each NTI registration deadline.

Training Grants

LIFT Community Action Agency, Inc. has been recommended to receive \$5,750.00 of unrestricted grant funds from the Neighborhood Reinvestment Corporation, dba NeighborWorks America. These grant funds are federal funds made available by the Continuing Appropriations Act of 2026 (PL 119-37). This memo is an initial, non-binding notice of the intent to award these grant funds; the award and disbursement of grant funds is subject to the conditions outlined below.

The Training Grant funds are flexible and unrestricted, and are intended to support your staff's professional development needs and to help your organization build its capacity. Please see the details of your Training Grant:

TIER	AMOUNT OF AWARD
Tier 4	\$5,750.00
TOTAL	\$5,750.00

Based on organization size as reported through the Annual Survey, every organization was placed in one of 5 tiers. Training Grant base amounts are assigned according to your organization's tier. Adjustments to base amounts were made based on the specific and unique needs of organizations by their regional representatives.

This grant award is subject to the following conditions. Please note: these grant funds should not be recognized on the organization's financial statements until these conditions have been met.

- LIFT Community Action Agency, Inc. must meet NeighborWorks America's compliance requirements for receiving grants, including but not limited to timely submission of audit package, reporting, and compliance with the network charter agreement.
- LIFT Community Action Agency, Inc. must maintain the requisite organizational health standards. Organizations with a Vulnerable health rating and/or Provisional Charter status are ineligible to receive grants *unless* NeighborWorks America determines that sufficient progress has been made against the items noted in the organization's health assessment and allows an exception.
- NeighborWorks America must issue an *Investment and Grant Funds Letter* in its Grants Portal setting forth the terms and conditions of this award. LIFT Community Action Agency, Inc. acknowledges that acceptance of the grant funds pursuant to the *Investment and Grant Funds Letter* constitutes a binding obligation for both parties.
- LIFT Community Action Agency, Inc. acknowledges grant funds should not be recognized on the organization's financial statements until the preceding conditions are met.

SUBCONTRACT AGREEMENT

Between the **McCurtain County Board of Commissioners and LIFT Community Action Agency**

Effective Date: October 1, 2025

This **Subcontract Agreement** (“Agreement”) is entered into as of **October 1, 2025** (“Effective Date”), by and between:

McCurtain County Board of Commissioners

(“County” or “Prime Awardee”)

Address: 3 NE 3rd St, Idabel, OK 74745

and

LIFT Community Action Agency, Inc.

(“Subcontractor”)

Address: 209 N. 4th Street – Hugo, OK. 74743

Collectively referred to as the “Parties.”

1. PURPOSE

The County has been awarded an **Opioid Abatement Grant** (“Grant”) by the **Oklahoma Office of the Attorney General – Opioid Abatement Board** (“OAG-OAB”). The purpose of this Agreement is to set forth terms under which Subcontractor will provide certain opioid abatement and harm-reduction services to eligible participants under the Grant.

2. SCOPE OF WORK

Subcontractor agrees to administer, manage, and deliver the following services in accordance with all applicable state and federal requirements, and all policies of the OAG-OAB:

1. Contingency Management Services

- Delivery of evidence-based contingency management interventions to participants.
- Development of participant engagement strategies and incentives in compliance with grant rules.

2. Naloxone Distribution

- Procurement, safe storage, and distribution of Naloxone.
- Participant and community training on overdose recognition and response.
- Required reporting of distribution metrics to the County.

3. Supported Employment Services

- Provision of vocational support services, job coaching, and employment placement.
- Coordination with local employers and workforce resources.
- Tracking employment outcomes for grant reporting.

All services must be provided in accordance with Grant guidelines, OAG-OAB requirements, and all applicable federal, state, and local laws.

3. TERM OF AGREEMENT

This Agreement becomes effective on **October 1, 2025** and shall remain in effect until June 30, 2028, unless terminated earlier according to Section 10.

4. COMPENSATION

The County agrees to reimburse Subcontractor for allowable, reasonable, and necessary costs incurred in performing work under this Agreement. Compensation shall:

- Be paid according to an approved budget and reimbursement schedule;
- Require submission of itemized invoices and supporting documentation;
- Be contingent upon the County receiving grant funds from the OAG-OAB.

No payment shall be made for costs deemed unallowable under Grant terms or applicable regulations.

5. REPORTING REQUIREMENTS

Subcontractor agrees to:

- Submit monthly or quarterly programmatic and financial reports as required by the County;
- Provide participant outcome data, service delivery statistics, and performance metrics;
- Immediately report any suspected misuse of funds, compliance concerns, or adverse incidents.

6. COMPLIANCE AND RECORDKEEPING

Subcontractor shall:

- Maintain all records for at least **five (5) years** or as required by Grant rules;
- Permit the County, OAG-OAB, or their designees to inspect records, facilities, and services;
- Comply with confidentiality laws, including HIPAA (if applicable).

7. INDEPENDENT CONTRACTOR RELATIONSHIP

Subcontractor is an independent contractor and not an employee, agent, or partner of the County. Subcontractor shall be solely responsible for:

- Employment decisions, payroll, taxes, insurance, and benefits;
- Compliance with all employment and labor laws.

8. INDEMNIFICATION

Subcontractor agrees to indemnify and hold harmless the County and its officers, employees, and agents from claims, liabilities, damages, or expenses arising out of Subcontractor's performance, negligence, or noncompliance, except to the extent caused by the County.

9. INSURANCE

Subcontractor shall maintain appropriate insurance coverage, including but not limited to general liability, professional liability, and workers' compensation.

10. TERMINATION

This Agreement may be terminated:

- **For Cause:** By either party with written notice if the other party breaches a material term and fails to cure within 30 days.

- **For Convenience:** By the County with 30 days' written notice.
- **Automatically:** If Grant funding is reduced, suspended, or terminated.

Upon termination, Subcontractor must return unspent funds and provide final reports.

11. AMENDMENTS

Any modification to this Agreement must be in writing and signed by both Parties.

12. GOVERNING LAW

This Agreement shall be governed by the laws of the **State of Oklahoma**.

13. ENTIRE AGREEMENT

This Agreement constitutes the entire understanding between the Parties and supersedes any prior agreements or discussions regarding the subject matter.

SIGNATURES

McCurtain County Board of Commissioners

By: Dec 8 - 2025

Name: [Signature]

Title: Chairman

Date: Dec 8 2025

LIFT Community Action Agency

By: [Signature]

Name: Rebecca Porter

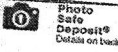
Title: Executive Director

Date: 12/14/2025

McCRAW OIL COMPANY INCORPORATED
KIDS AND COLLEGE ACCOUNT
PO BOX 220 PH #903-583-7481
BONHAM, TX 75418

12-2-25

149
88-858/1119
01

Pay to the Order of Lift Community Action Agency Date 12-2-25 **CHECK ARMOR**
Three thousand two hundred & no/100 \$ 3,200.00
Dollars 

 **CapTex** BANK
Trenton, Leonard, Bonham, Melissa, Farmersville, Ft Worth
106 Hamilton
Trenton, TX 75490
903-989-2235

For Albi J. [Signature]

⑆111908583⑆ ⑆60 2375 8⑆ 0149

INTOUCH'S CUSTOM CREATIONS

LIFT Community Action Agency Inc
209 North 4th Street
Hugo OK 74743
United States

Item G2
Page 2 of 2

Cash Receipt
#CS12244
12/8/2025

Bill To Cash Funder

TOTAL

\$3,200.00

SEGMENT	Payment Ref. #	Grant	Class
NF CASA	149	NF CASA	
Item	Memo		Amount
Corporate/Business TBX donations for CASA	McCraw Oil Company		\$3,200.00

Total \$3,200.00



CS12244



OKLAHOMA
Office of Management
& Enterprise Services

State of Oklahoma

Office of Management and Enterprise Services

**STATE OF OKLAHOMA STATEWIDE CONTRACT WITH LIFT COMMUNITY
ACTION AGENCY, INC.**

This State of Oklahoma Statewide Contract #0771 - Transportation Services & Vehicle Rentals is entered into between the State of Oklahoma by and through the Office of Management and Enterprise Services and LIFT Community Action Agency, Inc. ("Supplier") and is effective as of January 1, 2026. The initial term of the Contract shall be from the effective date through the expiration date June 30, 2027, with four (4) one-year options to renew.

Purpose

The State is awarding this Contract to Supplier for the purchase of transportation services for participants in the Temporary Assistance for Needy Families (TANF) program and similar programs. State Agencies and Affiliates may also utilize this contract on an as-needed basis.

The Contract is awarded as a Mandatory Statewide contract on behalf of the State of Oklahoma's Office of Management and Enterprise Services (OMES) to support State Agencies and affiliates in scheduled and adhoc requests. All state agencies and state affiliates shall avail themselves of this contract, as more particularly described in certain Contract Documents. Supplier submitted a proposal with no exceptions, BAFO, vendor documents or confidentiality requests. This Contract memorializes the agreement of the parties with respect to the terms of the Contract that is being awarded to Supplier.

Now, therefore, in consideration of the foregoing and the mutual promises set forth herein, the receipt and sufficiency of which are hereby acknowledged the parties agree as follows:

1. The parties agree that Supplier has not yet begun performance of work under this Contract. Issuance of a purchase order is required prior to payment to a Supplier.
2. The following Contract Documents are attached hereto and incorporated herein:
 - 2.1. Solicitation EV00000823, Attachment A;
 - 2.2. General Terms, Attachment B;
 - 2.3. Statewide Contract Terms, Attachment C;
 - 2.4. *Intentionally Omitted*, Attachment D;
 - 2.5. Response to Specifications, Attachment E;
 - 2.6. Additional Terms, Attachment E1 *Reserved*;
 - 2.7. Master Terms, Attachment E2 *Reserved*;

- 2.8. Pricing Doc, Attachment E3;
 - 2.9. Value Add, Attachment E4 *Reserved*;
 - 2.10. Third Party Terms, Attachment E5 *Reserved*;
 - 2.11. Federal Funding Terms, Attachment G.
3. Any reference to a Contract Document refers to such Contract Document as it may have been amended. If and to the extent any provision is in multiple documents and addresses the same or substantially the same subject matter but does not create an actual conflict, the more recent provision is deemed to supersede earlier versions.

[REMAINDER OF PAGE LEFT INTENTIONALLY BLANK]

Signatures

The undersigned represent and warrant that they are authorized, as representatives of the party on whose behalf they are signing, to sign this Contract and to bind their respective party thereto.

**STATE OF OKLAHOMA
by and through the
OFFICE OF MANAGEMENT AND
ENTERPRISE SERVICES:**

**LIFT COMMUNITY ACTION
AGENCY, INC.**

By: 
Amanda Otis (Dec 22, 2025 08:50:25 CST)

By: 
Rebecca Porter (Dec 19, 2025 07:58:18 CST)

Name: Amanda Otis

Name: Rebecca Porter

Title: State Purchasing Director

Title: Executive Director

Date: Dec 22, 2025

Date: Dec 19, 2025

Attachment A

Solicitation No. EV00000823

Statewide Contract No. SW0771

This Solicitation is a Contract Document and is a request for proposal in connection with the Contract awarded by the Office of Management and Enterprise Services as more particularly described below. Any defined term used herein but not defined herein shall have the meaning ascribed in the General Terms or other Contract document.

I. PURPOSE

The Office of Management and Enterprise Services (OMES), Central Purchasing Division, is seeking responses from potential Suppliers to provide a contract for the purchase of transportation services for participants in the Temporary Assistance for Needy Families (TANF) program and similar programs. State Agencies and Affiliates may also utilize this contract on an as-needed basis.

The Contract is awarded as a Mandatory Statewide contract on behalf of the State of Oklahoma's Office of Management and Enterprise Services (OMES) to support State Agencies and affiliates in scheduled and adhoc requests. All state agencies and state affiliates shall avail themselves of this contract.

1. Contract Term and Renewal Options:

- 1.1. The initial Contract term, which begins on January 1st, 2026 or the execution of this service agreement through to 06/30/2027, may be extended for up to four (4) one-year options to renew the Contract, with the final agreement end date being 6/30/2032.
- 1.2. Statewide Contracts are moving to an annual auto-renewal format, instead of manual renewals. No annual renewal notices will be supplied by the State. This does not change any substantive terms and conditions of the executed Contract or any previously executed Amendments. Should either party decline to renew the Contract, a written termination notice shall be sent at least 30 days prior to the end of the Contract term.

2. Contract Specifications

- 2.1. Certain Contract requirements and terms are attached hereto as Exhibit 1 and incorporated herein.
- 2.2.

Service Regions

The state is divided into 17 regions, each comprising specific counties as follows:

- 2.2.1.1. **Region 1: Cimarron, Texas, Beaver, Harper, Woods, Alfalfa, Ellis, Woodward, Major, Dewey, Custer, Blaine, Kingfisher**
- 2.2.1.2. **Region 2: Garfield, Grant**

- 2.2.1.3. **Region 3: Kay, Noble, Osage, Pawnee, Creek**
 - 2.2.1.4. **Region 4: Washington, Nowata, Rogers, Mayes, Wagoner**
 - 2.2.1.5. **Region 5: Craig, Ottawa, Delaware, Cherokee, Adair**
 - 2.2.1.6. **Region 6: Roger Mills, Beckham, Washita, Kiowa, Comanche, Tillman, Cotton, Jefferson**
 - 2.2.1.7. **Region 7: Greer, Harmon, Jackson**
 - 2.2.1.8. **Region 8: Caddo, Grady**
 - 2.2.1.9. **Region 9: Canadian, Oklahoma**
 - 2.2.1.10. **Region 10: Payne, Logan, Lincoln, Cleveland, Pottawatomie, Seminole**
 - 2.2.1.11. **Region 11: Okmulgee, Okfuskee, McIntosh, Hughes**
 - 2.2.1.12. **Region 12: Muskogee, Sequoyah, Haskell, Pittsburg, Latimer, LeFlore**
 - 2.2.1.13. **Region 13: McClain, Garvin, Stephens**
 - 2.2.1.14. **Region 14: Murray, Johnston, Atoka, Marshall**
 - 2.2.1.15. **Region 15: Pontotoc, Coal, Carter, Love, Bryan**
 - 2.2.1.16. **Region 16: Pushmataha, Choctaw, McCurtain**
 - 2.2.1.17. **Region 17: Tulsa**
- 2.3. **Bidders do not have to bid each region to qualify for an award on the statewide contract.**

3. Solicitation Criterion:

3.1. The Bid will be evaluated using a best value criterion, based on the following:

- **Price**
 - Submitting bidder will submit estimated per trip rate for each service region, per mile rate and zone-based pricing.
 - ii. The state will pick a single model that is in the best interest of the State and Agencies.
- **Past performance**
- **Ability to meet mandatory specifications outlined in Exhibit 1a – Specs, Section A.3**
- **Ability to staff each bidding service region with primary and secondary drivers**
- **Availability time frames: Minimum is 7am to 7pm, M-F.**
- **Average and Maximum trip wait times**
- **Key Performance Indicators to measure success**
 - a. What KPIs will you be using and why
 - b. Frequency of report to Category Manager and agencies
 - c. Invoicing and Billing for the time frame

3.2 Scope and Description:

- i. The Bid Response shall show the ability of the Bidder to meet or exceed the following mandatory specifications:
 - Ability to provide a safe riding solution to infants and children requiring car seats.

- Background checks and drug tests for all drivers must be conducted prior to them being allowed to drive for this program.
- With the sensitivity of the TANF and similar programs across the state, it is required for the drivers to submit to a Level 2 Background Check and at the States' request, and cost to the awarded supplier, up to a Level 5 background check.
 - a. Level 1 (Basic): The simplest screening, often including identity verification and a basic criminal record search within a specific state.
 - b. Level 2 (Intermediate): Includes Level 1 checks and adds a more thorough criminal history check through fingerprint-based searches at both state and national levels.
- Driving Record Verification: The Provider must obtain and review a Motor Vehicle Record (MVR) for each driver at least annually. Drivers must possess a valid driver's license and maintain a clean driving record, free from major violations (e.g., DUI, reckless driving, license suspension) within the past five years.
 - a. Disqualification: Any driver found to have a disqualifying offense or an unsafe driving history may not be permitted to transport TANF participants under this contract.
 - b. Documentation: The Provider shall maintain documentation of background checks and MVRs for all active drivers and make such documentation available to the Agency upon request.
- The Supplier will be required to pick up participants at their residences and transport them to their designated work-related activities and at the end of the work-related activity, return participants to their individual residences.
- Transportation may also be provided for additional activities, such as substance abuse treatment, mental health treatment, and job search activities, provided these services are included in the participant's Work/Responsibility Agreement.
- The Supplier will transport the children of TANF participants who are participating in work-related activities to and from daycare facilities.
- The Supplier will be required, at a minimum, to be available from 7:00 a.m. through 7:00 p.m., Monday through Friday.
- The Supplier will furnish all vehicles, drivers, child/infant seats, maintenance, insurance, fuel, repairs, and other related items to maintain the transportation program.
- Report any issues immediately to the contract monitor from which the ride was originated and paid.
- Submit Invoices and documentation in a timely manner to the agencies.

- Key Performance Indicators (KPIs) submitted in Exhibit 2-
Technical Responses – KPI Submission
- ii. Pricing shall be proposed using the Exhibit 5 titled Pricing.
- iii. Pricing shall be proposed as follows:
- b. Price
 - c. Region.
 - d. Submitting bidder will submit estimated
 - i. Per trip rate - Exhibit 5 – Tab Pricing 1
 - ii. Per mile rate – Exhibit 5- Tab Pricing 2
 - iii. Zone-based pricing – Exhibit 5 – Tab Pricing 3
 - iv. Optional: Ad Hoc Pricing – Exhibit 5 – Tab Pricing 4 Ad hoc
 - 1. This will not be evaluated against any other bidder but gives the entity to put an alternative pricing structure together to be considered.
 - e. The state will pick a single model that is in the best interest of the State and Agencies.
 - f. Value-added products and/or services within scope of the Acquisition may be included in the Bid.

3.3 Executive Summary and Company Information are on Exhibit 01b: Executive Summary and Company Information.

3.4 All Technical responses are on Exhibit 02: Technical Responses

3.5 The response to pricing shall be proposed using Exhibit 5: Pricing

3.6 Value-added products and/or services within scope of the Acquisition are to be included in Exhibit 05: Pricing – Value Add Tab



Oklahoma Office of the Attorney
Victim Advocacy and Services Unit

Item G4
Page 1 of 3

General Notice of FVPSA Award to Oklahoma

Federal Award Number/FAIN: 2501OKVPS
Federal Award Period: 10/1/2024 – 9/30/2026
Total Federal Award to Oklahoma: \$1,948,461.00

Recipient Information

- 1. Recipient Name**
LIFT Community Action Agency, Inc.
- 2. Employee Identification Number (EIN)**
73-0772321
- 3. Unique Entity Identifier (UEI)**
- 4. Project Director**
Dianna (DeeDee) Atwood
dianna.atwood@liftca.org
- 5. Authorized Official**
William Smith
boardchair@liftca.org

State Agency Information

- 6. Awarding Agency Contact Information**
Stephanie Lowery
Grants Administrator
Stephanie.Lowery@oag.ok.gov
405-522-2617

Award Information for Grantee

- 7. Award Number**
FVPSA-2026-LIFT-026
- 8. Statutory Authority**
Family Violence Prevention Services Act S303 Title 28 Oklahoma Statutes Section 153 F
- 9. Catalog of Federal Domestic Assistance (CFDA) Number (FVPSA award funds only)**
93.671
- 10. CFDA Program Title**
Family Violence Prevention and Services/Domestic Violence Shelter and Supportive Services
- 11. Award Action Type**
New
- 12. Is the Award for Research and Development (R&D)?**
No
- 13. Are Indirect Cost (IDC) included in this award?**
Yes

Summary of Award – Financial Information

- 14. Budget Period Start Date** 07/01/2025 **Budget Period End Date** 06/30/2026
- 15. Project Period Start Date** 07/01/2025 **Project Period End Date** 06/30/2026
- 16. Total Amount of Funds Awarded** \$10,247.38
- 17. Match Requirement on FVPSA** \$2,049.48

- 19. Grants Administrator – Signature**


Stephanie Lowery

**FAMILY VIOLENCE PREVENTION SERVICES ACT
CONTRACT FOR DOMESTIC VIOLENCE SERVICES
FY 2026**

This Contract is made and entered into this **1ST day of July, 2025**, between the Office of Attorney General (hereinafter referred to as "OAG"), LIFT Community Action Agency, Inc. (hereinafter referred to as "Contractor"), City of Hugo, County of Choctaw County, State of Oklahoma, and having UEI# and having Vendor I.D. 73-0772321 for the purpose of supporting the establishment, maintenance, and expansion of programs and projects to prevent incidents of family violence, domestic violence, and dating violence; to provide immediate shelter, supportive services, and access to community-based programs for victims of family violence, domestic violence, sexual assault, stalking or dating violence, and their dependents, and to provide specialized services for children exposed to family violence, domestic violence, or dating violence, underserved populations, and victims who are members of racial and ethnic minority populations.

In consideration of the provisions set forth herein, the Parties mutually agree to the following provisions and those found in the Addendum attached hereto and incorporated herein.

I. EFFECTIVE DATES OF CONTRACT

- A.** This contract is in effect **July 1, 2025, through June 30, 2026**.
- B.** The Parties further acknowledge and understand this contract is effective only for the term set forth in Paragraph I (A) above. The Parties to this contract understand and acknowledge any future contracts or renewals are not automatic nor implied by this contract. Upon expiration of this contract, OAG may offer the Contractor an option to renew this contract for an additional 12-month period unless either party provides to the other party written notice of the intent to cancel thirty (30) days prior to the renewal date.

II. STATEMENT OF WORK

- A.** The Contractor shall provide the services as indicated and in the manner set forth in the Addendum attached hereto and incorporated herein. Said Addendum shall be binding on the Parties of this contract as if fully stated herein.

III. PERFORMANCE REQUIREMENTS

- A.** The Contractor agrees to abide by all applicable state and federal laws, rules, and regulations including but not limited to non-disclosure of client information and the provisions of this contract and Addendum attached hereto, including but not limited to all licensing, permit or certification requirements, labor laws and workers compensation laws. Any act committed by a Contractor, its officers, directors, employees or other authorized persons, which violates any of the foregoing will constitute a breach of this contract. Further, the Contractor is expected to take appropriate measures to prevent any instances of abuse, neglect, and violations of client rights, including termination or other appropriate discipline against any employee or agent of Contractor found to have abused or neglected, mentally or physically, or otherwise violated the rights of any client or permitted such violation.
- B.** Loss of required certification or license by the Contractor shall automatically terminate this Contract.
- C.** The Contractor shall not engage in any subcontract to provide the services herein without prior written approval of OAG. If approved, the Contractor shall be liable for any act or omission of the subcontractor, including any act or omission that constitutes a breach of this contract. The Contractor or subcontractor shall not obligate OAG to pay any sums to the Contractor, subcontractor or any other person or entity without the prior written approval of OAG. Any subcontracts shall be terminated if a

conflict of interest arises between the subcontractor and OAG.

- D.** The Contractor certifies that it and all proposed subcontractors, whether known or unknown at the time this contract is executed or awarded, are in compliance with 25 O.S.2011 §1313 and participate in the Status Verification System. The Status Verification System is defined in 25 O.S.2011 §1312 and includes but is not limited to the free Employee Verification Program (E-Verify) available at www.dhs.gov/E-Verify.
- E.** Neither this Contract, nor any part herein, may be assigned without the prior written approval of OAG.
- F.** In the performance of all services rendered under this contract, the Contractor shall act solely as an independent contractor and nothing herein shall at any time be construed so as to create the relationship of employer and employee, partnership, principal and agent, or joint venture between the Parties.
- G.** The Contractor shall not solicit clients through gratuitous offerings, incentives, gifts or other offerings for any service provided by the Contractor; nor shall the Contractor allow any other provider to solicit clients of the Contractor through gratuitous offerings, incentives, gifts or other offerings. The Contractor shall not use any coercion, duress, force or similar action, real or threatened, against any client for the purpose of soliciting clients or for the purpose of hindering or obstructing any investigation conducted by OAG, any other governmental agency or advocacy group.
- H.** The Contractor shall not set income eligibility standards and shall not assess fees for assistance or services. The Contractor shall provide the services as set forth herein without regard to a client's ability to pay. No person meeting OAG's eligibility requirements and needing the services authorized herein shall be denied treatment or services for inability to pay, and said person must be notified, in a reasonable manner, of this provision.
- I.** The Contractor shall not charge a fee for emergency core services provided to victims of domestic violence, dating violence, sexual assault, and stalking or to their dependent household members, nor will SNAP benefits be solicited from individuals in exchange for services. Shelter program shall provide room, food, bathing and laundry facilities, necessary clothing and toiletries for victims and their children free of charge. Programs shall not ask clients to use their SNAP benefits to supplement food for the facility. Shelter programs shall maintain basic food items available daily for breakfast, lunch, dinner as well as snacks.
Additionally, fees will not be charged for use of equipment or facilities.
- J.** Services must be provided on a voluntary basis; receipt of shelter or housing must not be conditioned on participation in supportive services.
- K.** Services shall be trauma informed.
- L.** The Contractor shall not transmit any identifying information such as initials, age, and year of birth or gender as part of the Client I.D. That same discreet identifier shall be the Client ID that is entered into the Contractor's database without further encryption.

IV. COMPENSATION

- A.** In accordance with the terms of this contract, OAG will pay the Contractor an amount not to exceed \$10,247.38 payable to the Contractor as set forth in the Addendum attached hereto.

OAG shall pay on a claim for reimbursement, as set forth in the Addendum, upon receipt of a Request for Funds, submitted to OAG by the 15th day of the month following the month services were last rendered, unless otherwise prescribed. All services related to sexual assault, batterers intervention and adult sex trafficking shall not be reimbursed pursuant to this contract.



NeighborWorks America
1255 Union Street, NE
Suite 500
Washington DC 20002
United States

Bank Of America

00000085/114
Item G5

PAY five thousand seven hundred
fifty and 00/100

NOT VALID AFTER 180 DAYS

DATE 1/5/2026

TO LIFT Community Action Agency, Inc.
THE 209 North 4th Street
ORDER Hugo OK 74743
OF United States

\$ ***\$5,750.00

VOID

****ACH PAYMENT****

NeighborWorks America

00000085/114

LIFT Community Action Agency, Inc.

1/5/2026

Date	INVOICE	Memo	Orig. Amt.	Amt. Due	Amount
1/5/2026	54567		\$5,750.00	\$5,750.00	\$5,750.00
					\$5,750.00

PLEASE DETACH AND RETAIN FOR YOUR RECORDS

Powers, Responsibilities, and Role of the Board

LIFT Community Action Agency's Board of Directors shall possess the following specific powers:

- Appointing an Executive Director;
- Evaluating the Executive Director annually;
- Determining the rules of procedures for the Board;
- Determining the policies under which the Board and Agency shall operate;
- Determining within regulations and policies, the major fiscal, personnel, and program policies;
- Reviewing and approving programs and expenditures;
- Considering and approving all program proposals and budgets;
- Enforcing compliance with all conditions on grants;
- Determining overall program plans and priorities;
- Determining the use of all discretionary money;
- Compliance with the Oklahoma Open Meeting Act, 25 O.S. §301, et seq., as revised, and Oklahoma Open Records Act, 51 O.S. §24A.1, et seq.; and
- Compliance with the Code of Conduct.

The role of the Board shall include, but not be limited, to:

- Being a catalyst for positive change in the community;
- Bringing the problems and needs of the community to the Board for discussion;
- Looking at options for solving some of the problems or fulfilling the needs of the community;
- Examining issues affecting the quality of life in the community;
- Raising money;
- Serving as an advocate for clients and being a catalyst for institutional change in institutions that serve them;
- Serving as a link between the Board of Directors and the people or groups represented;
- Serving as a good public relations advocate for the programs, projects, and activities of the Agency;
- Recruiting volunteers and space for programs and activities; and
- Mobilizing resources for the entire community.

[Source: Transferred from 450:19-13-28 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667); Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Amended at 23 Ok Reg 2200, eff 7-1-06; Revoked at 24 Ok Reg 2508, eff 7-15-07]

75:15-13-29. Personnel training, Court Advocates

(a) Prior to providing services, Court Advocates shall receive the prescribed orientation training, and training in the following:

- (1) Protective orders (i.e., the requirements for obtaining an ex parte emergency protective order and permanent protective order and an understanding of what happens after a protective order is issued);
- (2) Full faith and credit;
- (3) The court process including safety planning during this time; and
- (4) At least three (3) hours of accompanied court time with a trained court advocate that includes observation of an ex parte emergency protective order hearing and a final protective order hearing.

(b) Compliance with 75:15-13-29 shall be determined by:

- (1) Review of program's policies and procedures;
- (2) Review of program's training records and other provided documentation of staff or volunteer training; and
- (3) Review of personnel records.

[Source: Transferred from 450:19-13-29 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667); Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Amended at 23 Ok Reg 2200, eff 7-1-06; Amended at 27 Ok Reg 1709, eff 7-1-10; Amended at 28 Ok Reg 1906, eff 7-11-11; Amended at 33 Ok Reg 1195, eff 9-11-16]

75:15-13-30. Personnel training, batterers intervention services [REVOKED]

[Source: Transferred from 450:19-13-30 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667); Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Amended at 23 Ok Reg 2200, eff 7-1-06; Amended at 24 Ok Reg 2508, eff 7-15-07; Amended at 25 Ok Reg 1838, eff 7-1-08; Revoked at 27 Ok Reg 1709, eff 7-1-10]

SUBCHAPTER 15. GOVERNING AUTHORITY

75:15-15-1. Governing authority

(a) The agency shall have a governing authority. In the instance of Native American programs, the tribal council may be the governing body.

(b) The governing authority shall establish, and function under, written by-laws. These by-laws shall minimally include:

- (1) Designation of regular quarterly meetings to be held in accordance with the Open Meeting Act;
- (2) Recording and retention of written minutes;
- (3) Eligibility criteria, selection, terms, responsibilities, power, and duties of members;
- (4) Term limitations, removal and filling of vacancies;
- (5) Attendance policy;
- (6) Prohibition on staff serving as voting members of the governing authority;
- (7) Establishment of a quorum; and
- (8) Conflict of interest agreement.

(c) Compliance with 75:15-15-1 shall be determined by:

- (1) Documents of incorporation or registration as a business entity or documentation from the appropriate Tribal Council;
- (2) Review of the written by-laws; and
- (3) Review of the governing authority's minutes.

[Source: Transferred from 450:19-15-1 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667); Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Amended at 23 Ok Reg 2200, eff 7-1-06; Amended at 24 Ok Reg 2508, eff 7-15-07; Amended at 25 Ok Reg 1838, eff 7-1-08; Amended at 28 Ok Reg 1906, eff 7-11-11; Amended at 33 Ok Reg 1195, eff 9-11-16]

75:15-15-2. Governing authority, documentation of source of authority [REVOKED]

[Source: Transferred from 450:19-15-2 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667); Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Revoked at 23 Ok Reg 2200, eff 7-1-06]

75:15-15-3. Duties of the governing authority

- (a) The duties of the governing authority shall include, but are not limited to:
- (1) Approving all policies for the operation of the agency, and ensuring procedures for the implementation of policies are in place and enforced;
 - (2) Ensuring the agency operates in compliance with established agency policy, applicable state and federal law and administrative rules;
 - (3) Compliance with the by-laws of the governing authority;
 - (4) Ensuring all financial transactions and events requiring the approval of the governing authority are reviewed and authorized by the governing authority prior to any commitment by agency personnel;
 - (5) The selection, annual evaluation and continuance of retention of the executive director;
 - (6) Review and approve all contractual agreements;
 - (7) Review the program audit and certification reports from the VSU and approve any plans of correction; and
 - (8) Oversee the financial administration of the program, including review and approval of financial audits.
- (b) Compliance with 75:15-15-3 shall be determined by a review of:
- (1) By-laws and minutes of the meetings of the governing authority;
 - (2) Posted or otherwise distributed written materials regarding decisions and other notifications of the governing authority;
 - (3) Personnel meeting minutes of the program and its various divisions or geographical locations where applicable; and
 - (4) Written evaluation and any other documentation regarding the retention or selection or hiring of the executive director.

[Source: Transferred from 450:19-15-3 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667); Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Amended at 23 Ok Reg 2200, eff 7-1-06; Amended at 24 Ok Reg 2508, eff 7-15-07; Amended at 25 Ok Reg 1838, eff 7-1-08; Amended at 33 Ok Reg 1195, eff 9-11-16; Amended at 36 Ok Reg 1379, eff 9-13-19]

75:15-15-4. Governing authority, meeting minutes

- (a) Minutes of the governing authority shall be kept in written form; reviewed at the next following meeting; corrected if such is approved; and signed by the presiding or authorized officer or chairperson.
- (b) Meeting minutes shall include, but are not limited to, recording of:
- (1) The date, time and place of the meeting;
 - (2) Names of those members attending;
 - (3) Whether, or not, the meeting was convened; and if not why;
 - (4) Approval of minutes from past meeting;
 - (5) Topics and issues discussed and decisions reached;
 - (6) Recording of motions and of votes on the motion; and
 - (7) Time of adjournment.
- (c) Compliance with 75:15-15-4 shall be determined by the review of the meeting minutes of the governing authority.

[Source: Transferred from 450:19-15-4 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667); Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Amended at 23 Ok Reg 2200, eff 7-1-06; Amended at 33 Ok Reg 1195, eff 9-11-16]

75:15-15-5. Governing authority, orientation

- (a) A certified program shall provide a minimum of 2 hours orientation training to members of the governing authority which includes, but is not limited to:
- (1) Program goals and services of each service component;
 - (2) Program policies and procedures;
 - (3) Underlying philosophy [OAC 75:15-1-1.1];

- (4) Confidentiality, to include verbal confidentiality, whether inside or outside of the facility and client records;
 - (5) Client rights and grievance procedure;
 - (6) Legal and ethical issues;
 - (7) Overview of domestic violence, sexual assault and stalking;
 - (8) Open Meeting Act and recording of meeting minutes;
 - (9) Open Records Act;
 - (10) Rules, including standards and criteria to ensure multi-cultural needs of clients are met, used in certifying programs;
 - (11) Role and responsibility of the executive director; and
 - (12) Role and responsibility of the governing authority.
- (b) Orientation training shall take place within 90 days of election to the governing authority.
- (c) Members of the governing authority providing volunteer direct or indirect services to clients shall receive the prescribed orientation and training required for program personnel in addition to the orientation set forth in this Section.
- (d) Compliance with 75:15-15-5 shall be determined by a review of written policies and procedures, training materials, training records, and minutes of meetings.

[Source: Added at 25 Ok Reg 1838, eff 7-1-08; Amended at 33 Ok Reg 1195, eff 9-11-16; Amended at 28 Ok Reg 1906, eff 7-11-11]

SUBCHAPTER 17. CLIENTS RIGHTS

75:15-17-1. Applicability

This Part is applicable to those domestic violence, sexual assault and stalking programs and shelters certified by the OAG pursuant to 74 O.S. § 18p-1 et seq.

[Source: Amended at 33 Ok Reg 1195, eff 9-11-16; Amended at 24 Ok Reg 2508, eff 7-15-07; Amended at 23 Ok Reg 2200, eff 7-1-06; Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Transferred from 450:15-3-70 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667)]

75:15-17-2. Client right to information, refused services [REVOKED]

[Source: Revoked at 23 Ok Reg 2200, eff 7-1-06; Amended at 23 Ok Reg 339, eff 11-8-05 (emergency); Transferred from 450:15-3-71 by SB 236 (2005), eff 7-1-05 (Editor's Notice published at 22 Ok Reg 2667)]

75:15-17-3. Client Rights

(a) Each client shall be afforded all constitutional and statutory rights of all citizens of the State of Oklahoma and the United States, unless abridged through due process of law by a court of competent jurisdiction. Each program shall ensure each client has the rights which are listed below:

- (1) Each client has the right to be treated with respect and dignity. This shall be construed to protect and promote human dignity and respect for individual dignity;
- (2) Each client has the right to a safe, sanitary, and humane living environment;
- (3) Each client has the right to a humane psychological environment protecting the client from harm, abuse, and neglect;
- (4) Each client has the right to an environment that provides reasonable privacy, promotes personal dignity, and provides physical and emotional safety;
- (5) Each client has the right to receive services suited to the client's needs without regard to race, sex, color, age, national origin, genetic information, religion, degree of disability, or legal status;
- (6) Each client, on admission, has the absolute right to communicate with a relative, friend, clergy, or attorney, by telephone or mail, at the expense of the program if the client is indigent;
- (7) Each client shall have and retain the right to confidential communication with an attorney, personal physician or clergy;
- (8) Each client has the right to uncensored, private communications including, but not limited to, letters and telephone calls. Copies of any personal letter, sent or received, by a client shall not be

Roles and Responsibilities of the Executive Director

JOB SUMMARY:

The Executive Director is responsible for the overall management of the Agency. This includes securing, allocating, managing, oversight, monitoring operations to meet the Agency's goals. The Executive Director further provides policy guidance, program planning, and business design to insure the accomplishment of the Agency's mission and objectives.

DUTIES AND RESPONSIBILITIES:

1. Provides leadership in developing program, organizational and financial plans with the LIFT CAA Board of Directors and the Associate Directors.
2. Executes plans and policies established and authorized by the LIFT CAA Board of Directors. Keeps the LIFT CAA Board of Directors fully informed.
3. Serves as spokesperson for the Agency and in so doing, establishes and maintains sound working relationships with all elements of the community to further their understand of the Agency's activities and objectives. Ensures that activities of the Agency programs and goals are publicized and ensures that cooperative arrangements are made with community groups and organizations.
4. Reviews and makes a final written determination of hiring and termination of personnel.
5. Responsible for the administration of all contracts and grants awarded to the Agency.
6. Works with the Board of Directors in identifying policy and planning issues.
7. Delegates assignments to the Associate Directors to carry out objectives of the various programs.
8. Provides policy and procedure guidance under which the Agency and employees operate.
9. Promotes active and broad participation by staff in all areas of the Agency's involvement.
10. Ensures compliance with Federal, State and local regulations.
11. Ensures that confidentiality is maintained regarding all matters internal to the Agency's operations, employees and clients.
12. Assures long range strategy is in place to achieve the Agency's mission and that progress is attained on all elements of the mission.
13. Provides planning and program design which involves development and articulation in grant and contract applications of program goals, objectives, procedures, processes, and budget priorities.
14. Maintains a knowledge of significant developments and trends affecting funding supporting current and future Agency programs.
15. Represents all programs and the Agency's position to other service organizations and to the general public.
16. Provides oversight and monitoring which involves measures to verify program accomplishments of the Agency's goals and objectives.
17. Ensures that sound financial practices are developed and maintained.
18. Jointly with the Chairman and Secretary of the LIFT CAA Board, conducts official correspondence and executes legal documents.
19. Ensures adequate security, upkeep and maintenance of all property and equipment owned, rented or leased by the Agency.
20. Ensures that job descriptions are developed, that regular performance evaluations are held and that sound human resources practices are in place.
21. Maintains an up-to-date organizational chart.
22. Ensures that an effective management team is in place with appropriate succession plan.
23. Maintains a climate that attracts, keeps and motivates a diverse staff of top quality employees.
24. Directly supervises and performs periodic performance evaluations of Associate Directors and administrative staff who report to the Executive Director; and
25. Performs other related duties as assigned by the Board of Directors.
26. Must comply with all Federal Grant Regulations including, but not limited to, no indictment for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offences listed in 180.800(a).

SUPERVISORY RELATIONSHIP:

The Executive Director is directly responsible for the LIFT CAA Board supervises Associate Directors and all administrative staff who report to the Executive Director.

Role of the Tripartite Board

A nonprofit board generally has the authority under its state nonprofit corporation act to manage all of the affairs of the organization. Legally, this means that the tripartite board **IS** the organization. Thus, it is crucial that board members understand the legal obligations that arise from this very crucial role that they play.

Under state law, every board member of a nonprofit CAA is a fiduciary of the organization and thus, owes a duty of care and a duty of loyalty to the organization.

The duty of care is a standard of diligence. Generally, board members are not subject to liability for decisions made as board members of an organization if the board has exercised the duty of care. The duty of care is a requirement to exercise **diligence and deliberation** – board decisions must be made via a deliberative process. Assessing whether board members have fulfilled their duty of care involves asking questions such as – was a decision based on facts that were developed through an orderly process, or did the board just do what felt right at the time of the decision?

The **duty of care** is evaluated from a **reasonable person standard** – a board member must exercise the care that an ordinarily prudent person would exercise under similar circumstances. Attending board meetings, reading board materials, asking hard questions are all factors that are considered when determining if a board member has met his/her duty of care.

Even if the board's decision turns out to be a bad one, it has discharged its duty of care if the decision was the result of a deliberative process that involved a weighing of facts and alternatives.

The **duty of loyalty** is a standard of faithfulness – a board member must give **undivided allegiance** to the CAA and its mission when making decisions affecting the agency. This means that a board member can never use information obtained as a board member for personal gain (or self-dealing), but must act in the best interests of the agency. Board members must disclose and avoid conflicts of interest and recuse themselves from any decisions that might result in personal benefit.

The **duty of obedience** means that board directors must make sure that the nonprofit is **abiding by all applicable laws and regulations** and doesn't engage in illegal or unauthorized activities. The duty of obedience also means that board directors must carry out the organization's mission in accordance with the purpose they stated in getting qualified as a nonprofit organization.

Key Board Responsibilities

Unpacking what it means for board members to manage all the affairs of a nonprofit corporation can seem daunting and overwhelming. For nonprofit CAAs, a board member's responsibilities are often driven by the requirements of the state and federal funding they receive. For example, the federal CSBG Act requires board members to be fully engaged in the development, planning, implementation and evaluation of the CSBG program.

The following summarizes a Board's responsibilities as managers of the corporation and pursuant to funding source directives by focusing on key responsibilities that encompass many of the actions board members must take to effectively fulfill their duties.

Engaged boards acting and monitoring in the following six key areas are likely to be meeting and exceeding the governance requirements applicable to them.

Mission: Our first focus is the mission of an organization. The mission is the reason your organization exists and is therefore the most important statement your organization makes. A mission statement seems simple but is actually quite complex as it serves multiple purposes.

Planning: A significant responsibility of the tripartite board is to set the direction for the organization. The planning required to do so involves, among other tasks, assessing needs, reviewing existing programs, forecasting future financial stability and growth, and making (sometimes tough, sometimes exciting) decisions about the future. Planning also requires constant assessing and revising.

Engagement: Being fully engaged in the organization means that board members not only meet their fiduciary duty of care to make well-informed, reasonable decisions but also help the organization with its efforts to connect with the community it serves.

Generating Funds: Ensuring the fiscal soundness of a nonprofit CAA is not only a key board responsibility, it is a critical one. The tripartite board is ultimately responsible for a CAA's survival and that survival is tied to having sufficient funds to operate and do so in compliance with the rules that govern the federal and state funds it receives.

Performance: We now live in a data-driven society. Being able to show that a program is producing results is often the key to sustaining and attracting funding. This area involves overseeing the performance of a CAA's programs, including the use of ROMA.

Accountability: The tripartite board plays an instrumental role in ensuring that a CAA is accountable, i.e., fiscally strong, legally compliant and operationally sound. Maintaining accountability requires the implementation of systems, policies and procedures that the board oversees, reviews and approves. To gain and maintain public trust, a CAA must be able to show that it has a strong commitment to ethical principles, transparency and accountability.

OFFICE OF COMMUNITY SERVICES

An Office of the Administration for Children & Families

CSBG IM #82 Tripartite Boards

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Date: March 23, 2005

TO: State Community Services Block Grant Program Directors, Community Services Block Grant State Association Directors and Community Services Block Grant Eligible Entities

SUBJECT: Tripartite Boards

PURPOSE: This Information Memorandum addresses a number of policy questions that have arisen in recent years concerning the composition, role, and responsibilities of local community action agency tripartite boards. In addition, the Memorandum describes steps that may be taken by State CSBG lead agencies and State Community Action Associations to promote the continued viability and effectiveness of eligible entities through appropriately constituted and well-functioning tripartite boards.

This Information Memorandum is not intended to be definitive or binding on State or local agencies, but to serve as a guide on key issues.

BACKGROUND: Since 1968, local community action agencies have been required to have tripartite governing boards to gain and retain designation as eligible entities and to receive CSBG funding. Effective tripartite boards reflect and promote the unique anti-poverty leadership, action, and mobilization responsibilities assigned by law to community action agencies. Boards are responsible for assuring that agencies continue to assess and respond to the causes and conditions of poverty in their community, achieve anticipated family and community outcomes, and remain administratively and fiscally sound.

The nature of poverty and our nation's response to it continues to evolve. Many community action agencies are in the process of passing the baton to a new generation of leaders. This Information Memorandum restates and amplifies how tripartite boards help preserve community action focus, effectiveness, and accountability in these changing times.

Questions and Responses

The following questions and OCS responses convey important information about the roles and responsibilities of tripartite boards as required by statute and suggestions on how State CSBG authorities, State community action associations, and local agency officials can help assure that boards function effectively.

Question 1 - What does the law require?

Roles and Responsibilities of Tripartite Boards

Sections 676B of the Community Services Block Grant Reauthorization Act of 1998 requires that, as a condition of designation, private nonprofit entities and public organizations administer their CSBG program through tripartite boards that "fully participate in the development, planning, implementation, and evaluation of the program to serve low-income communities."

Board Composition

•Low-Income Individuals and Families

For private nonprofit entities, a minimum of one-third of tripartite board membership must be democratically selected representatives of low-income individuals and families who reside in the geographic area being served by the agency.

For public organizations, such as city, county, or town governments, the law also requires that a minimum of one-third of tripartite board membership be comprised of representatives of low income individuals and families who reside in areas served. The statute allows public organizations to utilize State-specified mechanisms other than tripartite boards that "assure

decision-making and participation by low-income individuals in the development, planning, implementation, and evaluation of programs..."

OCS does not recommend including in this community representation category for either public or private agency boards individuals who provide services or supports to low-income residents but who are neither low-income or residents of the agency's service area. Such individuals may qualify for board membership as representatives of another board category -- "major groups or interests in the community."

•Elected Officials or Their Representatives

One-third must be elected officials, holding office at their time of selection, or their representatives. If a sufficient number of elected officials or their representatives are not available to serve, appointive public officials or their representatives may take the place of elected officials.

• Major Groups and Interests in the Community Served

The remaining board members must be chosen from "business, industry, labor, religious, law enforcement, education, or other major groups and interests in the community served."

Question 2 - Who appoints members to a tripartite board?

The law states that members of tripartite boards "shall be selected by the entity" in accord with the conditions described above. States must assure that local agencies comply with Federal statute and any applicable State statutes, and that the bylaws of tripartite boards reflect and advance statutory requirements.

Question 3 - Are term limits permissible?

The CSBG statute is silent on term limits. However, many CAAs find term limits helpful to keep boards revitalized and current. Community action agencies may impose such limits through their own bylaws if they wish.

To achieve the purposes intended by statute for each of the three components of agency boards, State and local agencies are encouraged to consider the following term limit considerations:

Representatives of Low-Income Individuals and Families

The statute requires that representatives of low-income individuals and families be "chosen in accordance with democratic selection procedures." The implicit intent of this requirement is to insure that those who *currently* live in areas served by the agency are represented so that they have a strong voice in agency governance and direction and are able to convey to those they represent the presence and significance of community action in their lives. And, because some programs within community action agencies, especially Head Start, also require governance involving families being served, overall agency coordination and communications across programs are further enhanced when a few (one or two) members of Head Start Policy Councils serve on agency tripartite boards. The Head Start regulations require that the Policy Council and the Board cannot have identical membership, so this must be observed.

Every effort should be made by eligible entities to assure that board members representing low-income individuals and families:

- Have been selected on the basis of some form of democratic procedure either directly through election, public forum, or, if not possible, through a similar democratic process such as election to a position of responsibility in another significant service or community organization such as a school PTA, a faith-based organization leadership group; or an advisory board/governing council to another low-income service provider;
- Are truly representative of *current* residents of the geographic area to be served, including racial and ethnic composition, as determined by periodic selection or reselection by the community. Being *current* should be based on the recent or annual demographics changes as documented in the needs/ community assessment. This does not preclude extended service of low-income community representatives on boards, but does suggest that continued board participation of longer term members be revalidated from and kept current through some form of democratic process and the assessment of community changes. Ultimately, it is the responsibility of the State to assure that agencies uphold both the letter and intent of the law governing appointment of low-income community representatives to tripartite boards. Particular attention should be paid to the two conditions described above.

Elected Public Officials or their Representatives

The overarching purposes for having elected officials serve on tripartite boards are to encourage awareness of poverty needs within the community and action by local governments, and to foster close coordination and partnership between public agencies and the eligible entities. State CSBG lead agencies, State community action associations, and local agency officials should ensure that the nature and number of public officials serving on each agency board supports and promotes these goals. The statute requires that elected public officials must be "holding office on the date of selection" to a tripartite board. The statute does not identify which public officials ought to serve on the tripartite board. The statute allows public officials (elected, or if necessary,

appointed) to name someone to represent them on the board. Again, while the statute does not set term limits for this category of board membership, the spirit of the law, that local governments participate in agency oversight and governance, suggests that:

- Elected officials serve on boards in this capacity only while they are in office.

Similarly, individuals designed by elected or appointed officials to represent them on boards serve only while their principals are in office or are re-designated by those in office. Agencies are responsible for making sure that this category of board membership remains current through such procedures as prompt notification of newly elected or currently elected public officials of the opportunity for board service or representation, and timely replacement of board members (or their representatives) who no longer hold public office.

Local agencies that wish to extend the board service of either formerly elected officials or their representatives may choose to appoint them as representatives of "major groups and interests in the community."

Representatives of Major Groups and Interests in the Community

While the statute does not set term limits for these board members, their role is to reflect and involve key interests and resources within the community to guide agency actions and outcomes. For this category, agencies should strive to assure that:

- Groups and interests with current influence or resources deemed critical to the success of the agency are represented.
- Members are empowered by their organizations to participate in board activities and play a role in agency outcomes.

Question 4 - What does "fully participate in the development, planning, implementation, and evaluation of the program" mean?

Tripartite boards are responsible for oversight and governance of community action agencies:

Development

As the designated anti-poverty-agencies within their community, both public and private eligible entities are required to conduct periodic needs assessments of the causes and conditions of poverty within their service area and to decide what role, or mission, the agency will assume relative to other community organizations and resources, in addressing those needs.

Tripartite boards are key players in the developmental processes described above:

- **Needs Assessment** -- Board members, especially those that live in communities to be served and that represent low-income people, ought to be a primary source of information and insight concerning the conditions in their neighborhoods. Representatives of low-income families can help fashion agency outreach and communication strategies, on an ongoing basis, to assure that agency staff and programs are responsive to changing community needs and conditions. Board members that represent elected officials, and other community groups and interests, all bring critical information and perspective to the needs assessment process. Elected officials or their representatives can commission or make available government-sponsored studies of local economic, social, educational, and key conditions that affect poverty. Business, labor, religious, and other community group representatives offer similar information from the private sector and access to short-term and longer-range service and resource assessments and/or development plans that may impact the nature or extent of poverty in the community.
- **Clarifying Agency Mission** -- The way each community action agency perceives its role, or mission, is central to what they do and how they assess their effectiveness. Tripartite boards, if correctly constituted, provide an agency with a broadly-based, in-house, panel of "experts" on most aspects of community need, resources, and opportunities. Their expertise should help inform agency leadership and staff concerning the role(s) community action should and could play to reduce poverty vis-a-vis other public and private programs and initiatives. Creating or reviewing mission statements can provide a focus for collaborative strategic planning among board members and agency leadership and staff, and a foundation for meaningful board oversight of agency operations and effectiveness.

Planning

Tripartite boards are important participants in agency annual and longer-range planning activities. Specifically, individual members of the board, and the board as a whole, ought to contribute to, and benefit from, various aspects of program planning:

- **Long-range Strategic Planning**- For those CSBG entities that are 501(c)(3) non-profit agencies, tripartite boards are ultimately responsible for the overall direction, conduct, and effectiveness of agency programs and activities. Public agency boards are "advisory" and are intended to guide public officials that manage their agencies, both elected and appointed, with information and advice on how to reduce poverty within the geographic area being served. As such, participation of boards is essential in strategic planning discussions of how the mission of the agency is to be accomplished through its programs and activities, and how the agency will determine what constitutes its "success." Tripartite boards should be encouraged to help the agency: a) identify broad goals and results it hopes to achieve through its work among low-income individuals and families, and within the community being served; b) mobilize and

array programs and activities, both within and outside the agency, to achieve those goals and results; and c) establish and maintain procedures for gathering and presenting information on goals and results for agency and board use.

- Annual Planning - Tripartite boards of both public and private entities should participate in the identification of what the agency hopes to accomplish each year and to help the agency establish specific performance expectations, in terms of both the nature and number of improvements to be achieved among low-income people and within the community, to guide agency programs and activities. Milestones, or intermediate steps toward achieving the ultimate results, ought to be identified by agency staff so that board members will be able to track progress throughout the year. In addition, boards are encouraged to identify possible ways to strengthen agency operations, including needed staff or facility enhancements, and to identify specific results it expects to be achieved. Boards may choose to utilize annual agency performance expectations, or anticipated program results, as important components of annual performance plans and compensation agreements they negotiate with the agency's executive director and other key staff.

Implementation

Because members of tripartite boards have "fiduciary" responsibility for the overall operation of private, non-profit community action agencies and statutorily described "advisory"

responsibilities in public agencies, members are expected to carry out their duties as any "reasonably prudent person" would do. At a minimum, CAPLAW suggests that this would require:

1. Regular attendance at board and committee meetings;
2. Thorough familiarity with core agency information, such as the agency's bylaws, articles of incorporation, sources of funding, agency goals and programs, Federal and State CSBG statutes;
3. Careful review of materials provided to board members;
4. Decision-making based on sufficient information;
5. Ensuring that proper fiscal systems and controls, as well as a legal compliance system, are in place; and
6. Knowledge of all major actions taken by the agency.

Two aspects of the requirements described by CAPLAW above warrant further discussion –board oversight of agency programs and board oversight of fiscal controls:

- Agency Program Implementation - Boards are encouraged to stay informed of agency programs and activities throughout the year, and to receive periodic reports from agency staff that focus on progress toward achieving milestones and ultimate results among clients and communities being served. Timely board awareness of program implementation progress allows for possible reassessment of performance expectations or program realignments should the need arise.

Board members are also encouraged to help the agency establish and maintain working relationships, or partnerships, with other public and private agencies and programs in the community that can help achieve community action results. For example:

1. Members that are either elected officials or that represent elected officials may identify public resources and programs that could contribute to client or community outcomes and facilitate communication and coordination between the community action agency and the public program;
2. Members that represent critical community interests, such as commercial or financial institutions, may help identify possible sources of support for the agency's low-income clients, including employment opportunities, asset formation assistance, or access to other financial services;
3. All members of the tripartite board may be enlisted in an agency's advocacy efforts to increase or preserve needed services and programs in the community that support greater self-sufficiency among low-income families.

- Fiscal Controls - Because tripartite boards of private, non-profit agencies are ultimately

responsible for assuring that agency funds are spent and accounted for in accord with all applicable Federal, State, and local statutes and regulations, boards must make sure that fiscal controls and procedures are put in place and maintained by the agency that provide for:

1. Trained and qualified staff to manage fiscal accounts and records of the agency on a day-to-day basis;
2. Commonly accepted financial procedures for transactions, recordkeeping, and reporting such as those required by the CSBG Act, Part 74 of the Code of Federal Regulations, and OMB Circular 133;
3. Frequent reports to the board by agency fiscal staff on overall agency fiscal status, procedures, practices, and transactions;
4. Required board review and prior approval of all "substantial" agency fiscal

transactions or commitments, as defined by statute or agency bylaws; and

5. Audits and audit reports to the board by a CPA firm independent of board member or agency staff association.

Evaluation

As indicated, tripartite boards of both public and private agencies are encouraged to focus their attention on results in all phases of agency program activity, including program development, planning, implementation, and especially evaluation. Boards should request, and be provided with, information concerning actual changes or improvements that have occurred among clients and community as a result of agency assistance. To determine the relative "success" of the agency, its staff and programs, boards may compare the nature and level of these outcomes with performance expectations, or targets, which were developed during the agency's planning cycle.

Outcome or performance-focused information from one year can inform and strengthen program planning by the agency and its board in subsequent years.

Question 5 - What kind of training should board members receive?

Board members need to be trained to carry out both the legal, or fiduciary, aspects of their service and their leadership responsibilities to help guide the agency toward "success."

At a minimum, it is recommended that board training cover the following topics:

• Fiduciary Responsibilities

1. Orientation to statutory and regulatory requirements (CSBG Act, other Federal, State or local statutes and regulations, including non-profit board requirements;
2. Agency articles of incorporation, bylaws, etc.
3. Overview of Board functioning - appointment, representation, meetings, committees, conflict of interest policy, relationship to executive director and staff, etc.
4. Role and Responsibilities of the Executive Director
5. Role and Responsibilities of the Board regarding the employment, retention, and compensation of the Executive Director and key agency staff
6. Overview of agency administration and financial management policies and procedures - oversight role and responsibilities of the board
7. Orientation to, and how to oversee, agency mission, long-range and annual plans
8. Orientation to, and how to oversee, agency programs and services
9. Orientation to, and how to oversee, agency evaluation and reporting policies and procedures - role of the board in program and personnel performance evaluation.

• Agency Leadership - Board Roles and Responsibilities

Results Oriented Management

1. Agency Development -
 - o Needs Assessment-
 - o Agency Mission determination -
2. Agency Planning
 - o Strategic Long-Range Planning
 - o Annual Planning - performance expectations and targets
 - o Forming Partnerships with other resources in the community
3. Program Implementation -
 - o Tracking of Milestones, interim performance results and reports
 - o Making mid-course corrections to improve performance

Results Oriented Accountability

4. Evaluation - (Results Oriented Accountability)
 - o Result-Focused Evaluation - clients and community
 - o Results-Focused Evaluation - agency and staff
 - o Using Information for Planning
 - o Using Information for Additional Funding and Advocacy

Note: In rural areas or where transportation is challenging, teleconference calls and other technological devices have assisted board communication.

Question 6 - What constitutes "conflicts of loyalty or interest" among board members and how best should they be avoided.

Individuals serve on tripartite boards first and foremost to advance the interests of the agency, its clients, and the community. They do not serve to advance their own interests and have a "duty of loyalty" to the agency. But, the very nature of the tripartite board, which calls for the representation of, and expected outreach to, various sectors of the community, creates possible situations in which distinctions of "loyalty" or "interest" need to be kept very clear and unambiguous.

To safeguard against situations in which the loyalty, interest, or intent, of board member action may be questionable, the following minimum conflict of interest practices are recommended:

• **Have a clear, written policy**

Each agency should have a clear, written policy concerning conflicts of loyalty or interest among board members and agency staff that describes in detail:

1. Full disclosure of financial interest requirements for all board members and staff;
2. Conditions and procedural requirements for board member and/or staff withdrawal from any action for which a real or potential conflict of interest might exist;
3. "Transparency" and full record keeping of all board or agency financial decisions or actions and the parties involved in the decisions or actions;
4. Policies and procedures for selective (i.e. meet a certain threshold of expenditure or financial commitment) "independent" prior review of actions or decisions that may pose potential conflict of interest issues.

• **Avoid situations that advantage board member interests or the appearance of advantage**

As indicated, the very nature of tripartite representation on boards creates potential conflict of loyalty or interest situations in which board members help the agency establish linkages with public and private community resources and services. Often, this outreach may result in financial arrangements or contracts involving expenditure of agency funds. In addition, board members have "inside" knowledge of agency activities and operations, including current and future employment opportunities within the agency. To avoid situations in which a conflict of interest or loyalty would occur, or the appearance of such a conflict, the following is recommended:

1. Competitive bidding procedures should be used for large financial transaction situations in which a board member or agency staff member has an interest in, or relationship to, one or more providers of the needed goods or services. If such a potential is unclear, the agency and its board should refer the issue to a pre-identified "independent" conflict of interest consultant or group for a determination. For smaller transactions that may involve board or staff member interests, a process involving collection of comparable quotes, prices, or salaries may suffice.
2. If, after a competitive process, a provider with ties to a board member(s) or staff is selected to enter into a financial arrangement with the agency, the affected board member(s) and staff must disassociate themselves from participating in any decisions regarding the conduct of the financial relationship. Neither board member(s) nor staff may benefit personally, in any way, from the financial relationship between the agency and the provider with which they have a connection.
3. Board membership should not be used as a "stepping stone" to agency employment. Board members should not seek or receive employment from the agency in any part-time or full-time capacity during their service on the board. Board members wishing to be considered for employment ought to resign their position and wait a reasonable period of time before applying for a paid position within the agency. This waiting period is recommended to avoid both the actuality and appearance of undue advantage board membership affords in the hiring of agency management and staff.
4. Board members and their families should not enjoy any financial gain from their position, including receipt of salary, goods or special services for their board participation. Board members may be reimbursed for expenses associated with board service, such as incidental costs of supplies, or mileage, per diem, and lodging expenses incurred while attending out of town conferences or training approved by the entire board.
5. Agencies and boards should err on the side of caution in all matters that might create or appear to be a conflict of interest. They should use the proverbial "smell test" in all potentially questionable conflict of interest situations and call upon independent, outside counsel, both legal and ethical, to screen plans before action.

It should be noted that board members, especially those that represent low-income individuals or families, are not excluded from being clients of the agency and receiving program services for which they are eligible. These board members should not receive preferential treatment in the nature or timing of such services.

Question 7- What is the best relationship between a tripartite board and the agency executive director?

The best relationship between a tripartite board and the agency executive director is one that advances the work of the agency in achieving results, or improvements, in the lives of low-income people and the community in which they live.

That said, there are organizational and functional issues that have prompted this question from a number of locations around the country over the past few years. While situations vary from agency to agency, and community to community, the following general principles are offered to promote strong, focused, and effective working relationships between tripartite boards and agency executive directors:

• **Boards Establish Policy, Executive Directors Execute Policy**

Tripartite boards are responsible for establishing and approving policies that govern all aspects of agency operations, including agency and board bylaws, administrative and fiscal control policies, and personnel policies. Executive directors are responsible to assuring that the board established policies are carried out by the agency, and for providing information to the board on the execution of its policies as requested by the board. In many agencies, boards work with the executive director and agency staff collaboratively to develop agency policies and procedures, but the ultimate responsibility for promulgating such policies remains with the board.

• **Boards Set Agency Mission, Executive Directors Accomplish Agency Mission**

Boards are responsible for determining the overall mission, or direction, of the agency taking into account the needs of the community and the relative anti-poverty role played by the agency vis-à-vis other programs and resources in the community. Executive directors are responsible for providing the necessary information and assistance to the board that will help them determine the overall mission or direction of the agency, and for organizing the agency's programs and services in such a way that will best accomplish the mission. Again, in many communities, boards and executive directors (and agency staff) work collaboratively to both set the agency's mission and organize programs and services toward that end.

• **Boards Set Performance Targets, Executive Directors Guide Work to Achieve Targets**

Ideally, tripartite boards will officially approve annual performance targets, or outcomes they expect the agency to achieve among low-income families and the community. In most cases, these performance targets will be in the form of recommendations from the agency's executive director developed ideally in concert with the board, agency staff, and key community partners. How the agency organizes and operates services and programs to achieve these board-approved performance targets is the responsibility of the executive director and the staff of the agency. Boards, therefore, should not routinely be involved in the day-to-day manner in which services are provided, but should pay particular attention to following the consequences, or results of agency programs as they unfold and are reported throughout the year.

• **Boards and Executive Directors Evaluate Agency Performance, Both are Accountable**

Based on reports of results generated by the agency, boards are ultimately responsible for deciding whether or not the agency and the executive director have been "successful" in accomplishing the mission of the agency. Boards are encouraged to focus on client and community results as a major factor in evaluating the work of the agency, its executive director, and staff. Indeed, such results may point to institutional needs, such as staff enhancement and training or program revisions, which may improve performance in subsequent years.

• **Boards Supervise Directly Only One Employee - the Executive Director**

One of the most important concepts conveyed by agencies that have well-functioning relationships between their tripartite board and executive director is, "Boards supervise directly only one employee - the Executive Director."

This concept embodies the notion that board and agency staff functions are indeed separate, but they are joined through the relationship between the board and the one person they must hold accountable for the work of everyone else -- the executive director. This clearly means the boards must hold the executive director responsible for the activities of the agency. The board should appraise the executive director's performance on an ongoing basis, but at a minimum, the board should have a complete appraisal annually. Adopting this concept of "one employee" enables boards to refrain from bypassing their agency's executive director to provide day-to-day instructions to agency staff (what many call "micromanaging"). But, it must be clear that the concept should not protect an executive director from gaining too much authority over all aspects of agency policy and operations by assuming roles and functions that clearly reside with the tripartite board.

The concept is not intended to diminish or distort the fiduciary responsibility of tripartite boards of private, non-profit agencies to oversee the overall functioning of their agency and the cumulative work of agency staff.

When a tripartite board is faced with the responsibility of recruiting and hiring a new executive director for their agency, members may set whatever criteria they deem appropriate. Boards are encouraged to seek out and employ a leader capable of:

1. Working cooperatively with the board to assure there is on-going consensus concerning the agency's antipoverty purpose, or mission, among board members, agency staff, and the broader community;
2. Mobilizing and coordinating programs and services both within and outside the

agency toward accomplishing this mission;

3. Serving as a key community leader and advocate for the preservation and expansion of opportunities to assist low-income individuals and neighborhoods move out of poverty;
4. Achieving strong administration and fiscal control over agency resources; and
5. Employing performance-based management concepts embodied in Results Oriented Management and Accountability (ROMA) as the framework for relating to the board, and for all aspects of agency operations including program planning, resource allocation, service provision, program and staff evaluations.

Question 8 - How can State CSBG agencies and State Community Action Associations advance the effectiveness of tripartite boards?

At a minimum, OCS recommends that State CSBG agencies and State community action associations work together to assure that:

- **All board members receive timely and continuous training.**

OCS has funded the development of a number of board training curricula that are now available upon request and that contain many of the elements of effective training described in this Information Memorandum. For information on these training materials, please contact:

Barbara Mooney
Training Director
Community Action Association
of Pennsylvania
222 Pine Street
Harrisburg, PA 17101
Phone: (724) 852-2272
E-Mail: barbaramooney@allte1.net

Owen Heiserman
Mid-Iowa Community Action Agency
1001 S. 18th Street
Marshalltown, Iowa 50158
Phone: (641) 752-7162
E-Mail: owen@micaonline.org

Elliot Pagliaccio
Vice President
The Rensselaerville Institute
690 Saratoga Road, PMB 130
Burnt Hills, NY 12027-9402
Phone: (518) 399-0216
E-Mail: epagliaccio@Rinstitute.org

Connie Greer
Director, Office of Economic
Opportunity
Minnesota Depart. of Human Services
444 Lafayette
St. Paul, Minnesota 55144
Phone: (651) 284-4470
E-Mail: connie.greer@state.mn.us

- Board representatives participate actively in statewide community action training and technical assistance meetings and conferences.

Board chairs or other members ought to be encouraged to participate in statewide community action meetings and conferences sponsored by both the State CSBG authority and the State CAA association. Such meetings will not only provide an opportunity for board members to contribute to discussions and training, but will also provide a means of conveying to all board members the status of community action in the State, information about the programs, services, and accomplishments of other agencies, and how their boards can continue to help improve the focus and outcomes in their own agencies.

- State CSBG monitoring or CAA association assessments focus on board functioning (both fiduciary and leadership responsibilities)

State CSBG officials should meet routinely with boards as part of their overall monitoring of local agencies to determine the extent to which the boards are aware of, and are carrying out, their responsibilities. Assessment should be made of agency compliance with statutory requirements for board composition and functioning. Similar assessments are encouraged in those States in which CAA associations have developed and are using agency self-assessment procedures in conjunction with State CSBG monitoring. State CSBG authorities and State community action associations are encouraged to provide technical assistance to agencies to help them achieve or maintain compliance with the law.

Please don't hesitate to contact me if you have questions concerning this Information Memorandum.

_____/s/_____
Margaret J. Washnitzer, DSW
Director of State Assistance
Office of Community Services

STANDARDS



COE DEVELOPED CSBG ORGANIZATIONAL STANDARDS

Calendar of Board Actions

Community Action Partnership
1140 Connecticut Avenue, NW, Suite 1210
Washington, DC 20036
202.265.7546 | FAX 202.265.5048
WWW.COMMUNITYACTIONPARTNERSHIP.COM

Introduction

The CSBG organizational standards provide a standard foundation of organizational capacity for all CSBG Eligible Entities (CEEs) across the United States. The Federal Office of Community Services' [Information Memorandum \(IM\) 138](#) provides direction to States and CEEs on establishing organizational standards by FY 2016 and includes the final wording of the standards developed by the OCS-funded organizational standards Center of Excellence (COE).

The COE-developed organizational standards are comprehensive and were developed by and for the CSBG Network through the work of the CSBG Working Group. They work together to characterize an effective and healthy organization while reflecting the vision and values of Community Action and the requirements of the CSBG Act.

The CSBG Act places significant responsibility on governing boards stating that they must fully participate in the development, planning, implementation, and evaluation of programs supported by CSBG. This call to action for boards is a core element of Community Action and is thus reflected strongly in the COE-developed organizational standards throughout the nine categories, not just Board Governance. For more information on Community Action Agency Boards of Directors and the CSBG Organizational Standards, please see this short [two page introduction](#).

This tool, in conjunction with the [Assessment Tools](#) and [Glossary](#), are intended to give you practical places to start assessing and ramping up for the implementation of organizational standards. This “Calendar of Required Actions” in particular is intended to help you internally plan and track what actions must be taken and when. Of the 58 organizational standards for Private (nonprofit) CEEs, the ones that specifically require review, approval, or other action by the governing board are noted below. Each standard is categorized into one of six categories and has box next to it to easily turn this tool into a checklist. The standards fall into one of seven categories:

- Maintained
- More Frequent Than Annual/As Needed
- Annually
- Every 2 years
- Every 3 years
- Every 5 years
- Related Standards

Many Standards have a time frame in the text of the Standard. For example:

5.6 - Each governing board member has signed a conflict of interest policy within the past 2 years.

Some Standards, however, do not state an exact time frame but refer to something that does happen on a routine basis such as:

8.4 - The governing board formally receives and accepts the audit.

In this case the audit happens annually so the board receiving and accepting the audit would happen in conjunction with that process and is thus put into the same “Annually” category.

Other Standards are statements that are would always be true to be in compliance, or once adopted there is no requirement for when it would be revisited. These Standards fall under the category of “Maintained”. For example:

4.2 The organization's Community Action plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.

or

8.13 The organization has a written policy in place for record retention and destruction.

Are there ways this tool can be improved? Let the Organizational Standards Center of Excellence know! You can contact Jarle Crocker at jcrocker@communityactionpartnership.com or Cashin Yiu at cuiu@communityactionpartnership.com.

This publication was created by National Association of Community Action Agencies – Community Action Partnership in the performance of the U.S. Department of Human Services, Administration for Children and Families, Office of Community Services Grant Numbers 90ET0434 and 90ET0445. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the authors and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families.

Maintain

- ☐ **1.3** The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.
- ☐ **4.5** The organization has a written succession plan in place for the CEO/ED, approved by the governing board, which contains procedures for covering an emergency/unplanned, short-term absence of 3 months or less, as well as outlines the process for filling a permanent vacancy.
- ☐ **5.1** The organization's governing board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives); and 3. The remaining membership from major groups and interests in the community.
- ☐ **5.2** The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.
- ☐ **7.7** The organization has a whistleblower policy that has been approved by the governing board.

As Needed/More Frequent than Annually

- ☐ **5.5** The organization's governing board meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its bylaws.
- ☐ **5.7** The organization has a process to provide a structured orientation for governing board members within 6 months of being seated.
- ☐ **5.9** The organization's governing board receives programmatic reports at each regular board meeting.
- ☐ **8.7** The governing board receives financial reports at each regular meeting that include the following:
 - 1. Organization-wide report on revenue and expenditures that compares budget to actual, categorized by program; and
 - 2. Balance sheet/statement of financial position.

Annually

- ☐ **4.4** The governing board receives an annual update on the success of specific strategies included in the Community Action plan.
- ☐ **6.5** The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.
- ☐ **7.4** The governing board conducts a performance appraisal of the CEO/executive director within each calendar year.
- ☐ **7.5** The governing board reviews and approves CEO/executive director compensation within every calendar year.
- ☐ **8.2** All findings from the prior year's annual audit have been assessed by the organization and addressed where the governing board has deemed it appropriate.
- ☐ **8.3** The organization's auditor presents the audit to the governing board.
- ☐ **8.4** The governing board formally receives and accepts the audit.
- ☐ **8.6** The IRS Form 990 is completed annually and made available to the governing board for review.
- ☐ **8.9** The governing board annually approves an organization-wide budget.
- ☐ **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.

Every 2 Years

- ☐ **4.6** An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.
- ☐ **5.4** The organization documents that each governing board member has received a copy of the bylaws within the past 2 years.
- ☐ **5.6** Each governing board member has signed a conflict of interest policy within the past 2 years.
- ☐ **5.8** Governing board members have been provided with training on their duties and responsibilities within the past 2 years.
- ☐ **8.10** The fiscal policies have been reviewed by staff within the past 2 years, updated as necessary, with changes approved by the governing board.

Every 3 Years

- ☐ **3.5** The governing board formally accepts the completed community assessment.

Every 5 Years

- ☐ **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.
- ☐ **6.1** The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.
- ☐ **7.1** The organization has written personnel policies that have been reviewed by an attorney and approved by the governing board within the past 5 years.
- ☐ **8.11** A written procurement policy is in place and has been reviewed by the governing board within the past 5 years.

Related Standards

These are standards that do not specifically call on the governing board in the standard itself to perform an action, but are part of a larger organizational process that involves the governing board (such as the required elements in an approved strategic plan or community assessment).

- ☐ **3.1** The organization conducted a community assessment and issued a report within the past 3 years.
- ☐ **3.2** As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).
- ☐ **3.3** The organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.
- ☐ **3.4** The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.
- ☐ **4.2** The organization's Community Action plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.
- ☐ **4.3** The organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.
- ☐ **5.3** The organization's bylaws have been reviewed by an attorney within the past 5 years.
- ☐ **6.2** The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.
- ☐ **6.3** The approved strategic plan contains family, agency, and/or community goals.
- ☐ **6.4** Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.



Community Action Agency, Inc.

*Rebecca Porter, Executive Director
William Smith, Board Chairman*

Equal Employment Opportunity Officer

Jeannie McMillin is the appointed part-time Equal Employment Opportunity Officer for LIFT Community Action Agency, Inc. Jeannie McMillin's office is located at 511 West Jackson, Hugo, OK 74743. Employees may contact Ms. McMillin via telephone at: 580-326-8176. If she is not available, leave a voice message and she will contact you as soon as possible concerning any questions or complaints.

In her role as the Equal Employment Opportunity Officer, Ms. McMillin is granted the necessary authority to carry out the following activities:

1. To receive and attempt to resolve equal opportunity complaints on an informal basis.
2. To provide aggrieved individuals with information and advice on Equal Opportunities procedures.
3. To take any other steps which may assist in the resolution of the problem prior to filing a formal complaint.
4. To assist in preparing formal complaints.

Jeannie McMillin was first appointed to this role on February 14, 2012. LIFT seeks to re-appoint Ms. McMillin as the part-time Equal Employment Opportunity Officer upon vote and approval by the LIFT Community Action Agency, Inc. Board of Directors, during their regularly scheduled meeting on January 13, 2026.

William Smith, Chairman
Board of Directors
LIFT Community Action Agency, Inc.

Date of Approval



209 North 4th Street - Hugo, OK 74743
www.liftca.org
Telephone: 580.326.3351 | Fax: 580.326.2305
TTD/TTY - 711

This institution is an equal opportunity employer



Public Disclosure

LIFT Community Action Agency, Inc. Potential Conflict of Interest

Be advised LIFT Community Action Agency, Inc., an Oklahoma Non-Profit Corporation, LIFT HomeOwnership Center, operates a weatherization program which is available to any qualified member of the public. The guidelines and qualifications of said program are created by DOE and are strictly adhered to by LIFT CAA.

LIFT CAA Code of Conduct provides procedures when a potential conflict of interest arises. LIFT CAA will always strive to make full disclosure and meet all requirements of its Code of Conduct in all transactions in order to maintain fairness and provide service to the community.

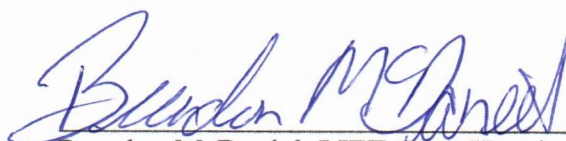
LIFT CAA Code of Conduct III. (D) It is understood that a director, officer or employee may be a direct or indirect party to a transaction with LIFT CAA which might create or provide the appearance of a conflict of interest, as above defined, if all the above disclosure and other requirements are met and if the transaction is fair to LIFT CAA.

"Be advised .**Betty Langley**, a **Pushmataha** County resident, has applied through regular and approved processes of the LIFT CAA HomeOwnership Center for home weatherization assistance. **Betty Langley**'s weatherization application has been submitted to and shall be reviewed by Terry Wren, LIFT CAA Weatherization Program Manager, an employee who is not related to said applicant. Any approved weatherization expenditures for said applicant shall not exceed \$7,500."

LIFT CAA Code of Conduct III. (C) "Officers and Management Employees. Each officer and management employee has a duty to make full disclosure to the Board of Directors of any possible conflict of interest (or that of a member of his or her immediately family) regarding any matter as to which the officer or employee provides recommendations or advice to the Board of Directors." Pursuant to said Code this matter shall be presented before the LIFT CAA Board of Directors on **January 14, 2026**, 10:00 AM, at the LIFT CAA HomeOwnership Center, 500 E. Rosewood, Hugo, Oklahoma 74743 and is open to the public.

If you have any questions or information concerning this matter please contact Terry Wren, LIFT CAA Weatherization Program Manager, 580-326-5434.

Posted this 17th day of December, 20 25 at the LIFT CAA HomeOwnership Center, **Pushmataha County and Choctaw County**.



Brandon McDaniel, LIFT CAA Housing Program Director

Affidavit of Macy Self
Non-Participation in Application and Process

I, **Macy Self**, on this 17th day of December, 2025, hereby swear or affirm that I am an **Associate Director** of LIFT Community Action Agency, Inc. **Betty Langley**, has applied to LIFT CAA, Inc for home weatherization assistance.

I have not exercised any functions or responsibilities with respect to the activities assisted with Oklahoma Department of Commerce funds which are administered by LIFT Community Action Agency, Inc. in regards to **Betty Langley** application and process regarding home weatherization assistance.

I am not in a position to participate nor will I participate in decisions or gain inside information. I will not be involved in any matter concerning the home weatherization assistance program. **Betty Langley** application and processes will be the responsibility of Terry Wren, LIFT CAA Weatherization Program Manager.

The LIFT Community Action Agency, Inc. Code of Conduct, III. Conflicts of Interest, C. Officers and Management Employees, states management employees have a duty to make full disclosure to the Board of Directors of any possible conflict of interest (or that of a member of his or her immediate family) regarding any matter as to which management employee who makes recommendations or provide advice to the Board of Directors.

Further Affiant Sayeth Not.

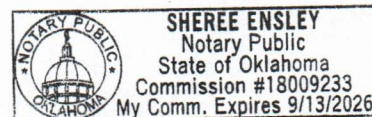
Macy Self
Macy Self

STATE OF OKLAHOMA
COUNTY OF **Pushmataha**

On this 17th day of December, 2025, before me, the undersigned, a Notary Public in and for said County and State, personally appeared Macy Self, known to me, and acknowledged to me that she executed the foregoing instrument for the uses and purposes therein set forth.

Sheree Ensley
WITNESS, my hand and seal the date last above written.

Notary Public 18009233
My Commission Expires 9-13-2026



Amber C. Duncan



106 W. Main Street • PO Box 208

Antlers, Oklahoma 74523

Attorney-At-Law
amberduncanlaw@gmail.com

Amber C. Duncan Law Office, PLLC

T: 580.298.3391
F: 844.377.6155

December 18, 2025

Ms. Rebecca Reynolds
Executive Director
Lift Community Action Agency, Inc.
209 North 4th Street
Hugo, Oklahoma 74743

Re: Betty Langley's Application for CSBG Weatherization Services

Dear Ms. Reynolds,

It has come to my attention that there is a Potential Conflict of Interest related to an application for CSBG Weatherization Services by Betty Langley. It is noted that Ms. Langley is the step-grandmother of the spouse of Macy Self; Ms. Self is an employee of the agency. The Community Action Agency Contractor Implementation Manual, Requirement 111, Effective September 1, 2014, allows for Exceptions to Conflicts of Interest or perceptions thereof, to-wit:

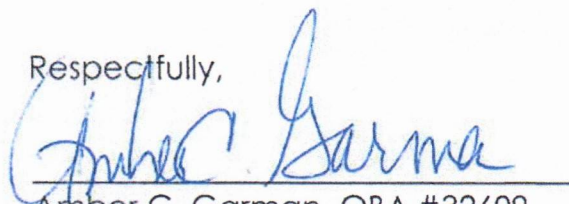
1. A disclosure of the nature of the conflict, accompanied by an assurance that there has been public disclosure of the conflict and a description of how the public disclosure was made.
2. An opinion of the Subgrantee Recipient's attorney that the Interest for which the exception is sought would not violate State or local law.

After reviewing both the Public Disclosure for a Potential Conflict of Interest posted on December 17, 2025, and Macy Self's Affidavit of Non-Participation in

the Application Process: I am of the opinion that the exception sought in this matter would not violate Oklahoma or local law.

Thank you for your time and consideration in this matter. If you have questions regarding my findings, please contact me at any of the above listed means.

Respectfully,

A handwritten signature in blue ink, appearing to read "Amber C. Garman", is written over a horizontal line.

Amber C. Garman, OBA #32609
Attorney at Law
Amber C. Duncan Law Office
P.O. Box 208
Antlers, OK 74523
580-298-3391
ambercduncanlaw@gmail.com

Board Committee Roles/Responsibilities

Committees allow Board of Directors to be more productive and effective in their duties. The role of a Board Committee can be to prepare recommendations for the Board, to decide that a matter does not need to be addressed by the full Board, to advise agency staff and/or in some cases, to take on a significant project. Although the full Board is responsible for the decision they make, Board Members rely on the diligence and thoughtfulness of Committees in making their recommendation.

Executive and Personnel Committee

Executive Committees are often comprised of the Board Officers and can include other configurations such as committee chairs. LIFT CAA's Executive Committee consists of seven members, including the three elected officers and at least one representative from each sector (public, low-income, and private) who are elected by majority vote of the Board.

The Executive Committee can meet no more than two times during a twelve-month period that takes the place of a full Board meeting.

The Executive Committee also performs functions as the Personnel Committee, serving in an advisory capacity related to personnel policies and other such decisions. This can include acting as the employee grievance board in the event of a formal written grievance against the Executive Director or when an employee formally appeals a decision by the Executive Director to the Board.

The Executive and Personnel Committee performs an annual review of the Executive Director's performance as well, which is presented to the Board.

In the event of a vacancy of the Executive Director, the Executive Committee of the Board of Directors convenes to conduct the search process and recommend an Executive Director for hiring to the Board, as well as takes steps to help the new Executive Director succeed.

Asset Management Committee

The purpose for the Asset Committee is to review and monitor the assets (properties) of the agency. They meet on an as-needed basis.

Finance/Audit/Loan Committee

The Finance, Audit, and Loan Committee tasks are:

- To review budgets initially prepared by staff, to help develop appropriate procedures for budget preparations (such as meaningful involvement by program directors), and to ensure consistency between the budget and the agency's plans or needs
- To report to the Board any financial irregularities, concerns, or opportunities
- To recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount)

- To work with staff to design financial reports and ensure that reports are accurate and timely
- To oversee short- and long-term investments
- To advise the Executive Director, Fiscal Officer and other appropriate staff on financial priorities and information systems, depending on committee member expertise
- To review bids and recommend the selection of an auditor to the Board, receive the audit report, meet with the auditor and respond to the auditor's recommendation, and
- To review active loans and approve loans provided through the agency's lending program.

Compensation Committee

The purpose of the Compensation Committee of the Board of Directors is to review, approve, and make recommendations regarding the compensation of the Executive Director and salary schedule of the agency.

Composition Committee

The purpose of this Committee to ensure that the agency Board membership meets our unique makeup, consisting of at least one-third members from the low-income community, one-third public officials or their representatives and one-third members from the private sector.

Succession Committee

The purpose of the Succession Committee is to develop and maintain a current succession plan for the Executive Director. The Committee assigns or designates a person to perform the duties of the Executive Director when an absence occurs, and reviews the policy on even years, bringing the plan to the Board for approval in November of the review year.

By-Laws Committee

The By-Laws Committee reviews the By-Laws for the purpose of considering any additions and/or revisions which may be necessary or advisable by the Board of Directors. The Committee is charged with preparing and revising the By-Laws; the Committee reviews and/or revises the By-Laws every five years, submitting to an attorney for final review.

Committees to Research Private and Low Income Sector Representation for Choctaw County, McCurtain County and Pushmataha County

When a membership vacancy exists within the private or low-income sectors of the Board, the Committee for that county reviews eligible entities to identify a replacement in compliance with private or low-income sector representation requirements. This also ensures that the low-income population is adequately represented and that the Board is a continuing and effective mechanism to support the mission of the agency.

Committee for Nominations

The purpose of this Committee is to review the performance of the current Officers of the Board, review other qualified candidates, and then present a slate of Officers to the Board for consideration and vote during the Annual Meeting held in August each year.

Board Giving Committee

The purpose of this Committee is to ensure Board Member participation in fundraising efforts, the provision of personal financial gifts to the agency, and strategies to raise additional funds from other sources. The Board Giving Committee provides updates on the status of contributions to the overall Board no less than two times a year.

Board Training Committee

The purpose of the Board Training Committee is to advise the Executive Director over the direction of education and training for Board Members, as well as provide guidance in meeting related goals and objectives. This helps to ensure each representative is an effective and efficient member of the Board of Directors. The Committee meets every two years to review the Board Self-Assessment; using the results of the Self-Assessment, the Committee makes recommendations for training and education goals to meet self-identified needs. The Committee also oversees the New Board Member Mentor initiative.

Risk Assessment and Management Committee

The purpose of this Committee is to exercise oversight of management's responsibility, and review the risk outline of the agency to ensure that risk is not higher than the risk determined by the Board. The Committee provides recommendations to the Board related to the adoption of risk assessment procedures. The Committee also reviews and assesses the quality, integrity and effectiveness of the agency's risk management systems, and ensures that the risk policies and strategies are effectively managed.

LIFT Community Action Agency, Inc.**Board of Directors Committee Membership - 2026**

NAME	OFFICE	COUNTY REPRESENTED
EXECUTIVE AND PERSONNEL COMMITTEE		
William Smith	Board Chairman	Choctaw
Brad Burgett	Vice-Chairman	Pushmataha
Sandra Meeks	Secretary/Treasurer	McCurtain
Kevin Cory		Choctaw
Brent Franks		Pushmataha
Vickie Leathers		Pushmataha
Craig Young		McCurtain
ASSET MANAGEMENT COMMITTEE		
Kevin Cory		Choctaw
Debra Williams		Pushmataha
Vickie Leathers	Chairperson	Pushmataha
Vicky Wade		McCurtain
Craig Young		McCurtain
FINANCE/AUDIT/LOAN COMMITTEE		
William Smith		Choctaw
Sandra Meeks	Chairperson	McCurtain
Carolyn Pool		Pushmataha
Brent Franks		Pushmataha
David Smith		Pushmataha
David Hawkins		McCurtain
Brad Burgett		Pushmataha
COMPENSATION COMMITTEE		
Sandra Meeks	Chairperson	McCurtain
Brent Franks		Pushmataha
William Smith		Choctaw
COMPOSITION COMMITTEE		
William Smith	Chairperson	Choctaw
Andrea Henkel		McCurtain
Vickie Leathers		Pushmataha
SUCCESSION COMMITTEE		
William Smith		Choctaw
Vickie Leathers	Chairperson	Pushmataha
Andrea Henkel		McCurtain
BY-LAWS COMMITTEE		
VACANT		
Andrea Henkel		McCurtain
William Smith		Choctaw
Brent Franks	Chairperson	Pushmataha

LIFT Community Action Agency, Inc.**Board of Directors Committee Membership - 2026**

NAME	OFFICE	COUNTY REPRESENTED
COMMITTEE TO RESEARCH PRIVATE AND LOW-INCOME SECTOR REPRESENTATION FOR McCURTAIN COUNTY		
Andrea Henkel	Chairperson	McCurtain
Vicky Wade		McCurtain
Craig Young		McCurtain
COMMITTEE TO RESEARCH PRIVATE AND LOW-INCOME SECTOR REPRESENTATION FOR CHOCTAW COUNTY		
William Smith	Chairperson	Choctaw
Kevin Cory		Choctaw
VACANT		Choctaw
COMMITTEE TO RESEARCH PRIVATE AND LOW-INCOME SECTOR REPRESENTATION FOR PUSHMATAHA COUNTY		
Brent Franks	Chairperson	Pushmataha
Vickie Leathers		Pushmataha
David Smith		Pushmataha
COMMITTEE FOR NOMINATIONS		
Brad Burgett	Chairperson	Pushmataha
Sandra Meeks		McCurtain
Kevin Cory		Choctaw
BOARD GIVING COMMITTEE		
Brad Burgett		Pushmataha
Andrea Henkel	Chairperson	McCurtain
VACANT		Choctaw
BOARD TRAINING COMMITTEE		
VACANT		Choctaw
David Smith		Pushmataha
Vicky Wade		McCurtain
RISK ASSESSMENT AND MANAGEMENT COMMITTEE		
Kevin Cory	Chairperson	Choctaw
David Smith		Pushmataha
David Hawkins		McCurtain
VACANT		Choctaw
William Smith		Choctaw
Andrea Henkel		McCurtain
Sandra Meeks		McCurtain
Vickie Leathers		Pushmataha
Brent Franks		Pushmataha

What is ERSEA?

From the application process to enrollment continuing through the completion of the program, all participants must flow through the ERSEA system

Eligibility

Determining those qualified to receive services:

- Income based on the current Federal Poverty Guidelines (updated annually in January)
- Categorically Eligible
- Income Eligible
- Must meet age requirements for each program

Recruitment

All agency staff participate in recruitment:

- Word of mouth
- Wearing agency apparel in public
- Attending community events
- Flyers
- Yard signs

Selection

Based on the Community Needs Assessment, points are determined to ensure families with the greatest need are served first.

Some factors for calculating points:

- Disabilities
- Income
- Family size
- Parental status
- Homeless/Foster Care

Enrollment

Based on the number of funded slots that are granted for each program

Head Start: 234

Early Head Start: 48

Early Head Start
Child Care: 104

Attendance

Enrolled participants are expected to maintain an 85% attendance rate.

Attendance is monitored throughout the program year

Eligibility Determination Process

Head Start/Early Head Start/Early Head Start Child Care Programs

All participants in Federally Funded Head Start/Early Head Start/Early Head Start Child Care programs must have eligibility determinations completed prior to acceptance into the program. These are the steps taken to determine individual eligibility for services.

STEP 1

Staff member conducts interview



Interview can be conducted in person or by telephone

STEP 2

Promote Confidentiality and Sensitivity



Be respectful of family backgrounds and experiences

Maintain professional boundaries and confidential information

STEP 3

Collect required information



Verify age eligibility for program

Verify income for eligibility

Step 4

Determine Eligibility Status



Income eligibility (below 100% Poverty Guidelines)

Public Assistance (SSI, TANF, or SNAP) Foster Care

Experiencing Homelessness

Step 5

Determine Eligibility Points



Based on income, age, risk factors, disabilities, household makeup, homelessness/foster care and parental status

Score points using approved selection criteria

Step 6

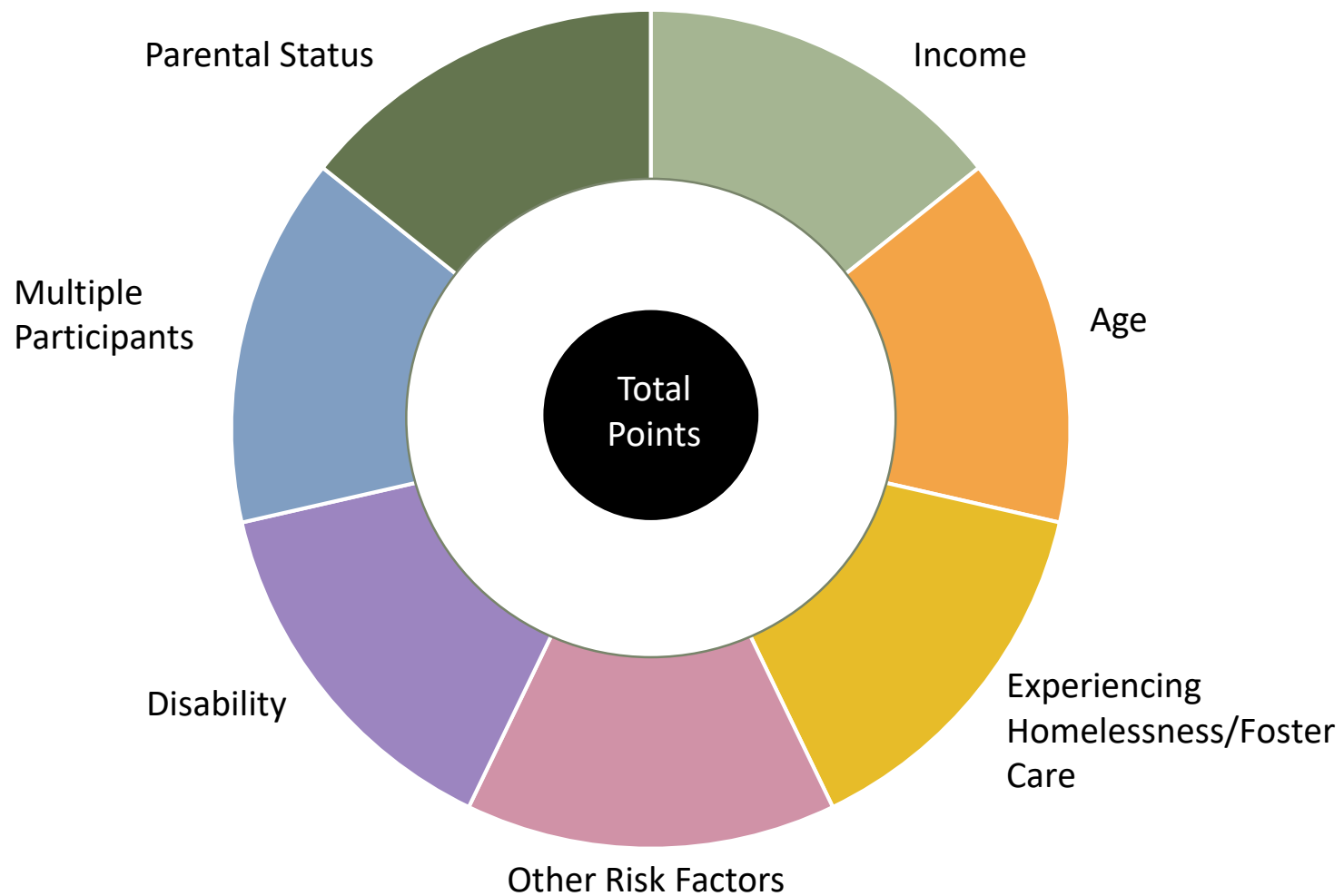
Maintain Waitlist and Enrollment



Participants with the highest number of eligibility points are accepted first

Vacancies are filled within 30 days

Selection Criteria Breakdown



● **Final Score**
Each participant family is scored using the same selection criteria then ranked on the waitlist by the final total number of points. As vacancies occur, the participant with the next greatest need is accepted.

- **Income**
Based on the family's income source and number of household members, points are assessed based on the Federal Poverty Guidelines. The lower the income, the higher the number of points.
- **Age**
Highest level of points are given to youngest participants in Early Head Start and 4 year olds in Head Start.
- **Experiencing Homelessness/Foster Care**
Categorically Eligible – Performance standards require children and families experiencing homelessness or in foster care to receive services without additional barriers.
- **Other Risk Factors**
Points are broken down to provide more intricate variances between otherwise similar families to rank based on specific need. Focuses on Social Services, characteristics of the primary caregiver, etc.
- **Disability**
Participants who apply and are eligible, by providing documentation of disability services, receive base score, with additional nominal points added for each additional service received to differentiate needs within this category.
- **Multiple Participants**
Additional points are given to families with multiple children, many of whom are participant siblings.
- **Parental Status**
Highest scoring points given to participants in greatest need whose support system is made up of a legal guardian/single parent, and least points given for two parent families.

What is a false claim?

Misleading, untrue, or “fake” information reported by a “knowing” individual to another person.

GAO Investigation 2010

US Government officials posed as applying families to determine if programs were collecting complete information and determining eligibility correctly.

- Agencies were found to not be collecting full income information to be able to determine some families eligible who otherwise would not be.

Head Start, EHS, & EHS-CC Employees

Confidential and False Claim regulations/policies are reviewed annually in training and employee personnel policy manuals.

Employees who falsify or willingly withhold information for the purpose of increasing a family's probability for eligibility:

- Are subject to disciplinary action
- Possible suspension or termination

Families

Staff interviews family on all aspects of eligibility to lessen the instances of false claims.

Applications signed by the family include an acknowledgement statement that all information is true and correct.

Families who falsify or willingly withhold information to increase their eligibility will have their application withdrawn and asked to begin the application process again.

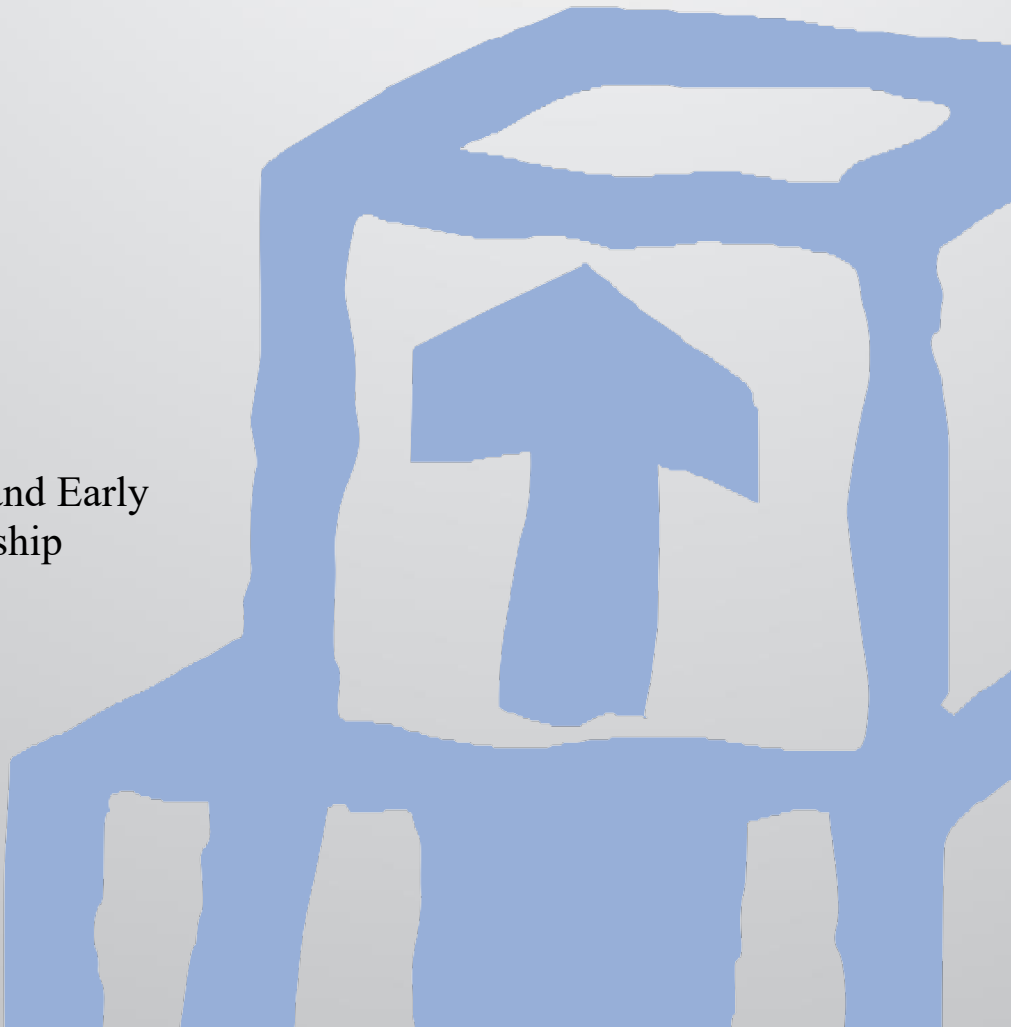
LIFT C.A.A.

Head Start, Early Head Start,
Early Head Start – Child Care

Integrated Services Policies and Procedures

ERSEA Plan 2026 - 2027

Head Start, Early Head Start, and Early
Head Start-Child Care Partnership



1302 – PROGRAM OPERATIONS

Performance Standard 1302.1 Overview

This part implements the statutory requirements in sections 641A, 645, 645A, and 648A of the Act by describing all of the program performance standards that are required to operate Head Start Preschool, Early Head Start, American Indian and Alaska Native and Migrant or Seasonal Head Start programs. This part covers the full range of operations from enrolling eligible children and providing program services to those children and their families, to managing programs to ensure staff are qualified and supported to effectively provide services. This part also focuses on using data through ongoing program improvements to ensure high-quality service. As required in the Act, the provisions in this part do not narrow the scope or quality of services covered in previous regulations. Instead, the regulations in this part raise the quality standard to reflect science and best practices, and streamline and simplify requirements so programs can better understand what is required for quality services.

Subpart A – Eligibility, Recruitment, Selection, Enrollment, and Attendance

Performance Standard 1302.10 Purpose

This subpart describes requirements of grant recipients for determining community strengths, needs and resources as well as recruitment areas. It contains requirements and procedures for the eligibility determination, recruitment, selection, enrollment, and attendance of children and explains the policy concerning the charging of fees.

Policy 1302.10 Purpose.

The purpose of this policy is to provide guidance in assisting program staff and Policy Council in Planning, operating, and evaluating the eligibility, recruitment, selection, enrollment, and attendance process within the LIFT CAA HS/EHS/EHS-CC programs, which prepares them for school readiness.

Performance Standard 1302.11 Determining community strength, needs, and resources.

(a) Service Area

- (1) *A program must propose a service area in the grant application and define the area by county or subcounty area, such as a municipality, town or census tract or jurisdiction of a federally recognized Indian reservation.*
 - (i) *A tribal program may propose a service area that includes areas where members of Indian tribes or those eligible for such membership reside, including but not limited to Indian reservation land, areas designated as near-reservation by the Bureau of Indian Affairs (BIA) provided that the service area is approved by the tribe's governing council, Alaska Native Villages, Alaska Native Regional Corporations with land-based authorities, Oklahoma Tribal Statistical Areas, and Tribal Designated Statistical Areas where federally recognized Indian tribes do not have a federally established reservation.*
 - (ii) *If the tribe's service area includes any area specific in paragraph (a)(1)(i) of this section, and that area is also served by another program, the tribe may serve children from families who are members of or eligible to be members of such tribe and who reside in such areas as well as children from families who are not members of the tribe, but who reside within the tribe's established service area.*
- (2) *If a program decides to change the service area after ACF has approved its grant application, the program must submit to ACF a new service area proposal for approval.*

(b) Community wide strategic planning and needs assessment (community assessment).

- (1) To design a program that meets community needs, and builds on strengths and resources, a program must conduct a community assessment at least once over the five-year grant period. The community assessment must use data that describes community strengths, needs, and resources and include, at a minimum:*
- (i) The number of eligible infants, toddlers, preschool age children, and expectant mothers, including their geographic location, race, ethnicity, and languages they speak, including:*
 - A. Children experiencing homelessness in collaboration with, to the extent possible, McKinney-Vento Local Education Agency Liaisons (42 U.S.C. 11432 (6)(A));*
 - B. Children in foster care; and*
 - C. Children with disabilities, including types of disabilities and relevant services and resources provided to these children by community agencies;*
 - (ii) The education, health, nutrition and social service needs of eligible children and their families, including prevalent social or economic factors that impact their well-being;*
 - (iii) Typical work, school, and training schedules of parents with eligible children;*
 - (iv) Other child development, child care centers, and family child care programs that serve eligible children, including home visiting, publicly funded state and local pre-schools, and the approximate number of eligible children served;*
 - (v) Resources that are available in the community to address the needs of eligible children and their families; and,*
 - (vi) Strengths of the community.*
- (2) A program must annually review and update the community assessment to reflect any significant changes including increased availability of publicly-funded pre-kindergarten (including and assessment of how the pre -kindergarten available in the community meets the needs of the parents and children serves by the program, and whether it is offered for a full school day), rates of family and child homelessness, and significant shifts in community demographics and resources.*
- (3) A program must consider whether the characteristics of the community allow it to include children from diverse economic backgrounds that would be supported by other funding sources, including private pay, in addition to the program's eligible funded enrollment. A program must not enroll children from diverse economic backgrounds if it would result in a program serving less than its eligible funded enrollment.*

Policy 1302.11 Determining community strengths, needs and resources

(a) Service Area

- (1) The program has proposed a service area in the grant application and defined the area as Choctaw, Pushmataha, and McCurtain Counties.**
- (i) N/A – Applies to Indian Tribes**
 - (ii) N/A – Applies to Indian Tribes**
- (2) The program will submit a new service area proposal to ACF for approval should there be a need to change the service area.**

(b) Community wide strategic planning and needs assessment (community assessment):

- (1) The Community Assessment process is a review of the changing demographics and resources in the service area and is completed once every five years with updates conducted annually during the five-year period. The updates review any significant**

- changes in the service area. The Community Assessment is a collection and analysis of information on the strengths, needs and resources of the families, as well as the program and the communities within the service area including the required items listed in 1302.11 (b)(i)-(vi). The required data for the Community Assessment is gathered from numerous resources outside the agency such as, public schools, local community agencies, U.S. Census, and state agencies, etc. and from sources inside the agency such as enrollment forms, IEPs, CLASS, family surveys, PIRs, etc. The information contained in the Community Assessment helps the program make informed decisions about the service area including: program options, hours of operation, staff composition, delivery of services; and develop strategic plans for the program; identify underserved populations in the service area; assess available program and community resources; along with many other decisions. The Community Assessment is also used to identify areas with high concentrations of families in poverty as well as community-based agencies that can refer interested, eligible families.
- (2) The program performs a detailed Community Assessment every five years. The program annually reviews and updates the Community Assessment to reflect any significant changes including how the pre-kindergarten available in the communities meets the needs of parents and children, whether it is offered for a full school day, rates of family and child homelessness, and significant shifts in community demographics and resources.
 - (3) Consideration is made within the service area to include children with diverse economic background. This is achieved through the prioritization schedule and through a designation of “Medically Underserved” which allows designated areas to serve up to 50% of a town’s enrollment in children above the poverty guidelines. The program does not enroll children from diverse economic backgrounds when it would result in serving less than the funded enrollment.

Performance Standard 1302.12 Determining, verifying, and documenting eligibility.

(a) Process overview.

(1) Program staff must:

- (i) Conduct an in-person interview with each family, unless paragraph (a)(2) of this section applies;*
- (ii) Verify information as required in paragraph (b) and (i) of this section; and,*
- (iii) Create an eligibility determination record for enrolled participants according to paragraph (k) of this section.*

(2) Program staff may interview the family over the telephone if an in-person interview is not possible or convenient for the family.

(3) If a program has an alternate method to reasonably determine eligibility based on its community assessment, geographic and administrative data, or from other reliable data sources, it may petition the responsible HHS official to waive requirements in paragraphs (a)(1)(i) and (ii) of this section.

(b) Age requirements.

(1) For Early Head Start, except when the child is transitioning to Head Start Preschool, a child must be an infant or a toddler younger than three years old.

(2) For Head Start Preschool, a child must:

- (i) *Be at least three years old or, turn three years old by the date used to determine eligibility for public school in the community in which the Head Start Preschool program is located; and,*
 - (ii) *Be no older than the age required to attend school.*
 - (3) *For Migrant or Seasonal Head Start, a child must be younger than compulsory school age by the date used to determine public school eligibility for the community in which the program is located.*
 - (c) *Eligibility requirements.*
 - (1) *A pregnant woman or child is eligible if:*
 - (i) *The family's income is equal to or below the poverty line; or,*
 - (ii) *The family is eligible for or, in the absence of child care, would be potentially eligible for public assistance; including SNAP; or, TANF child-only payments; or,*
 - (iii) *The child is homeless, as defined in part 1305; or,*
 - (iv) *The child is in foster care.*
 - (2) *If the family does not meet a criterion under paragraph (c)(1) of this section, a program may enroll a child who would benefit from services, provided that these participants only make up to 10 percent of a program's enrollment in accordance with paragraph (d) of this section.*
 - (d) *Additional allowances for program.*
 - (1) *A program may enroll an additional 35 percent of participants whose families do not meet a criterion described in paragraph (c) of this section and whose incomes are below 130 percent of the poverty line, if the program:*
 - (i) *Establishes and implements outreach, and enrollment policies and procedures to ensure it is meeting the needs of eligible pregnant women, children, and children with disabilities, before serving pregnant women or children who do not meet the criteria in paragraph (c) of this section; and,*
 - (ii) *Established criteria that ensure pregnant women and children eligible under the criteria listed in paragraph (c) of this section and served first.*
 - (2) *If a program chooses to enroll participants who do not meet a criterion in paragraph (c) of this section, and whose family incomes are between 100 and 130 percent of the poverty line, it must be able to report to the Head Start regional program office:*
 - (i) *How it is meeting the needs of low-income families or families potentially eligible for public assistance, homeless children, and children in foster care, and include local demographic data on these populations;*
 - (ii) *Outreach and enrollment policies and procedures that ensure it is meeting the needs of eligible children or pregnant women, before serving over-income children or pregnant women;*
 - (iii) *Efforts, including outreach, to be fully enrolled with eligible pregnant women or children;*
 - (iv) *Policies, procedures, and selection criteria it uses to serve eligible children;*
 - (v) *Its current enrollment and its enrollment for the previous year;*
 - (vi) *The number of pregnant women and children served, disaggregated by the eligibility criteria in paragraphs (c) and (d)(1) of this section; and,*
 - (vii) *The eligibility criteria category of each child on the program's waiting list.*
 - (e) *Additional allowances for Indian tribes.*

- (1) *Notwithstanding paragraph (c) of this section, a Tribal program may determine any pregnant woman or children in the approved service area to be eligible for services regardless of income, if they meet the requirements of paragraph (b) of this section.*
 - (2) *An Indian Tribe or Tribes that operate both an Early Head Start program and a Head Start Preschool program may, at its discretion, at any time during the grant period involved, reallocate funds between the Early Head Start program and the Head Start Preschool program in order to address fluctuations in client populations, including pregnant women and children from birth to compulsory school age. The reallocation of such funds between programs by an Indian Tribe or Tribes during a year may not serve as a basis for any reduction of the base grant for either program in succeeding years.*
- (f) *Migrant or Seasonal eligibility requirements.* *Notwithstanding paragraph () of this section, pregnant women and children are eligible for Migrant or Seasonal Head Start if they have at least one family member whose income comes primarily from agriculture employment as defined in section 3 of the Migrant and Seasonal Agricultural Worker Protection Act (29 U.S.C. 1802), and if they meet the requirements of paragraph (b) of this section.*
- (g) *Eligibility requirements for communities with 1,000 or fewer individuals.*
 - (1) *A program may establish its own criteria for eligibility provided that it meets the criteria outlined in section 645 (a)(2) of the Act.*
 - (2) *No child residing in such community whose family is eligible under criteria described in paragraphs (c) through (f) of this section, may be denied an opportunity to participate in the program under the eligibility criteria established under this paragraph (g).*
- (h) *Verifying age.* *Program staff must verify a child's age according to program policies and procedures. A program's policies and procedures cannot require families to provide documents that confirm a child's age, if doing so creates a barrier for the family to enroll the child.*
- (i) *Verifying eligibility.*
 - (1) *To verify eligibility based on income, program staff must use tax forms, pay stubs, or other proof of income to determine the family income for the relevant time period.*
 - (i) *The program must calculate total gross income using applicable sources of income.*
 - (ii) *A program may make an adjustment to a family's gross income calculation for the purpose of determining eligibility to account for excessive housing costs. A program may use available bills, bank statements, and other relevant documentation provided by the family to calculate total annual housing cost with appropriate multipliers to:*
 - A. Determine if a family spends more than 30 percent of their total gross income on housing costs, as defined in part 1305 of this chapter; and*
 - B. If applicable, reduce the total gross income by the amount spent on housing costs that exceed more than 30 percent.*
 - (iii) *If the family cannot provide tax forms, pay stubs, or other proof of income for the relevant time period, program staff may accept written statements from employers, including individuals who are self-employed, for the relevant time period and use information provided to calculate total annual income with appropriate multipliers.*
 - (iv) *If the family reports no income for the relevant time period, a program may accept the family's signed declaration to that effect, if program staff describes efforts made to verify the family's income, and explains how the family's total income was calculated or seeks information from third parties about the family's eligibility if the family gives written consent. If a family gives consent to contact third parties,*

program staff must adhere to program safety and privacy policies and procedures and ensure the eligibility determination record adheres to paragraph (k)(2) of this section.

(v) If the family can demonstrate a significant change in income for the relevant time period, program staff may consider current income circumstances.

(2) To verify whether a family is eligible for, or in the absence of child care, would be potentially eligible for public assistance, the program must have documentation from either the state, local, or tribal public assistance agency that shows the family either receives public assistance or that shows the family is potentially eligible to receive public assistance.

(3) To verify whether a family is homeless, a program may accept a written statement from a homeless services provider, school personnel, or other services agency attesting that the child is homeless or any other documentation that indicates homelessness, including documentation from a public or private agency, a declaration, information gathered on enrollment or application forms, or notes from an interview with staff to establish the child is homeless; or any other document that establishes homelessness.

(i) If a family can provide one of the documents described in the paragraph (i)(3), program staff must describe efforts made to verify the accuracy of the information provided and state whether the family is eligible because they are homeless.

(ii) If a family cannot provide one of the documents described in this paragraph (i)(3) to prove the child is homeless, a program may accept the family's signed declaration to that effect, if, in a written statement, program staff described the child's living situation that meets the definition of homeless in part 1305 of this chapter.

(iii) Program staff may seek information from third parties who have firsthand knowledge about a family's living situation, if the family gives written consent. If the family gives consent to contact third parties, program staff must adhere to program privacy policies and procedures and ensure the eligibility determination record adheres to paragraph (k) of this section.

(4) To verify whether a child is in foster care, program staff must accept either a court order or other legal or government-issued document, a written statement from a government child welfare official that demonstrates the child is in foster care, or proof of a foster care payments.

(j) Eligibility duration.

(1) If a child is determined eligible under this section and is participating in a Head Start program, he or she will remain eligible through the end of the succeeding program year except that the Head Start program may choose not to enroll a child when there are compelling reasons for the child not to remain in Head Start, such as when there is a change in the child's family income and there is a child with a greater need for Head Start services.

(2) Children who are enrolled in a program receiving funds under the authority of section 645A of the Act remain eligible while they participate in the program.

(3) If a child moved from an Early Head Start program to a Head Start Preschool program, program staff must verify the family's eligibility again.

(4) If a program operates both an Early Head Start and a Head Start Preschool program, and the parents wish to enroll their child who has been enrolled in the program's Early Head Start, the program must ensure, whether possible, the child receives Head Start Preschool services until enrolled in school, provided the child is eligible.

- (5) *If a program operates a Migrant and Seasonal Head Start program, children younger than age three participating in the program remain eligible until they turn three years old consistent with paragraph (j)(2) of this section.*
- (k) Records.
- (1) *A program must keep eligibility determination records for each participant and ongoing records of the eligibility training for staff required by paragraph (m) of this section. A program may keep these records electronically.*
- (2) *Each eligibility determination record must include:*
- (i) Copies of any documents or statements, including declarations, that are deemed necessary to verify eligibility under paragraph (h) and (i) of this section;*
 - (ii) A statement that program staff has made reasonable efforts to verify information by:*
 - A. Conducting either an in-person, or a telephone interview with the family as described under paragraph (a)(1)(i) or (a)(2) of this section; and*
 - B. Describing efforts made to verify eligibility, as required under paragraph (h) through (i) of this section; and, collecting documents required for third party verification that includes the family's written consent to contact each third party, the third parties' names, titles, and affiliations, and information from third parties regarding the family's eligibility.*
 - (iii) A statement that identifies whether:*
 - A. The family's income is below income guidelines for its size, and lists the family's size;*
 - B. The family is eligible for or, in the absence of child care, potentially eligible for public assistance;*
 - C. The child is a homeless child or the child is in foster care;*
 - D. The family was determined to be eligible under the criterion in paragraph (c)(2) of this section; or,*
 - E. The family was determined to be eligible under the criterion in paragraph (d)(1) of this section.*
- (3) *A program must keep eligibility determination records for those currently enrolled, as long as they are enrolled, and, for one year after they have either stopped receiving services; or are no longer enrolled.*
- (l) Program policies and procedures on violating eligibility determination regulation. *A program must establish written policies and procedures that describe all actions taken against staff who intentionally violate Federal and program eligibility determination regulations and who enroll pregnant women and children that are not eligible to receive Head Start services.*
- (m) Training on eligibility.
- (1) *A program must train all governing body, policy council, management, and staff who determine eligibility on applicable federal regulations and program policies and procedures. Training must, at a minimum:*
- (i) Include methods on how to collect complete and accurate eligibility information from families and third party sources;*
 - (ii) Incorporate strategies for treating families with dignity and respect and for dealing with possible issues of domestic violence, stigma, and privacy; and,*

- (iii) Explain program policies and procedures that describe actions taken against staff, families, or participants who attempt to provide or intentionally provide false information.*
- (2) A program must train management and staff members who make eligibility determinations within 90 days of hiring new staff.*
- (3) A program must train all governing body and policy council members within 180 days of the beginning of the term of a new governing body or policy council.*
- (4) A program must develop policies on how often training will be provided after the initial training.*

Policy 1302.12 Determining, verifying, and documenting eligibility.

- (a) Process overview.** *Also see Prioritization Schedule for additional information
 - (1) Staff must:
 - i. Families that apply for services will receive an interview from program staff.
 - ii. The interview will consist of families discussing their application, validating information submitted, child's age, family income, immunization records and eligibility categories.
 - iii. Staff will create an eligibility determination record for each enrolled participant.
 - (2) Interviews with the family will be completed in-person unless it is inconvenient or not possible in which case a telephone interview will take place
 - (3) Not applicable at this time but if needed the program will have an alternate method to reasonably determine eligibility based on its community assessment, geographic and administrative data, or from other reliable data sources, it may petition the responsible HHS official to waive requirements in paragraphs (a)(1)(i) and (ii) of this section.
- (b) Age requirements.**
 - (1) All Early Head Start and Early Head Start Child Care children, except when transitioning to Head Start Preschool, are younger than three years old.
 - (2) For Head Start Preschool, a child must:
 - i. Be at least three years old or, turn three years old by September 1st as determined by Oklahoma public school systems;
 - ii. Be no older than 4 years of age by September 1st as is determined by Oklahoma public school systems.
 - (3) N/A – Applies to Migrant or Seasonal programs
- (c) Eligibility requirements.**
 - (1) LIFT does not serve pregnant women. A child is eligible if:
 - i. The family's income is equal to or below the poverty line; or,
 - ii. The family is eligible for or, in the absence of child care, would be potentially eligible for public assistance; including SNAP; or TANF child-only payments; or,
 - iii. The child is homeless, as determined using McKinney-Vento; or,
 - iv. The child is in foster care.
 - (2) LIFT will use the current Federal Poverty Guidelines. The program may enroll up to ten percent of children who are over the poverty guidelines, with the exclusion of

towns that have been designated medically underserved by the regional Head Start Office.

(d) Additional allowances for program.

- (1) LIFT will enroll up to an additional 35 percent of participants whose families are neither income nor categorically eligible and whose families are below 130 percent of the poverty line if all other avenues have been exhausted.

- i. LIFT will be able to show that it has implemented outreach and enrollment procedures to ensure it is meeting the needs of income or categorically eligible children and children with disabilities before serving ineligible children, with the exception of medically underserves designations.

- ii. LIFT has established criteria that ensure eligible children are served first.

- (2) If LIFT chooses to enroll participants who do not meet a criterion in paragraph (c) of this section, and whose family incomes are between 100 and 130 percent of the poverty line, LIFT will be able to report to the Head Start regional program office the following:

- i. How it is meeting the needs of low-income families or families potentially eligible for public assistance, homeless children, and children in foster care and include local demographic data on these populations;

- ii. Outreach and enrollment policies and procedures that ensure it is meeting the needs of eligible children, before service over-income children;

- iii. Efforts, including outreach, to be fully enrolled with eligible children;

- iv. Policies, procedures, and selection criteria it uses to serve eligible children;

- v. Its current enrollment and its enrollment for the previous year;

- vi. The number of children served, broken down by eligibility categories;

- vii. The eligibility criteria category of each child on the program's waiting list.

(e) N/A – Applies to Indian Tribes

(f) N/A – Applies to Migrant or Seasonal programs

(g) Eligibility requirements for communities with 1,000 or fewer individuals.

- (1) LIFT uses an approved selection criterion approved by our governing board and policy council that integrates medically underserved designations within its design.

- (2) LIFT will serve all eligible children within licensing standards and capacity.

(h) Verifying age. LIFT will verify a child's age with documentation of birth records unless doing so creates a barrier for the family to enroll the child. Staff will work with the family to obtain verification.

(i) Verifying eligibility.

- (1) Families are required to provide tax forms, pay stubs, or other proof of income for the relevant time period.

- i. LIFT calculates total gross income using applicable sources of income.

- ii. The program may make an adjustment to a family's gross income calculation for the purpose of determining eligibility to account for excessive housing costs. LIFT may use available bills, bank statements, and other relevant documentation provided by the family to calculate total annual housing costs with appropriate multipliers to:

- (A) Determine if a family spends more than 30 percent of their total gross income on housing costs, as defined in part 1305 of this chapter; and
 - (B) If applicable, reduce the total gross income by the amount spent on housing costs that exceed more than 30 percent
 - iii. If the family cannot provide tax forms, pay stubs, or other proof of income for the relevant time period, program staff may accept written statements from employers, including individuals who are self-employed, for the relevant time period and use information provided to calculate total annual income with appropriate multipliers.
 - iv. If the family reports no income for the relevant time period, a program may accept the family's signed declaration to that effect, if program staff describes efforts made to verify the family's income, and explains how the family's total income was calculated or seeks information from third parties about the family's eligibility, if the family gives written consent. If a family gives consent to contact third parties, program staff must adhere to program safety and privacy policies and procedures and ensure the eligibility determination record adheres to paragraph (k)(2) of this section.
 - v. If the family can demonstrate a significant change in income for the relevant time period, program staff may consider current income circumstances.
- (2) To verify whether a family is eligible for, or in the absence of child care, would be potentially eligible for public assistance, LIFT will require documentation from state, local, or tribal public assistance programs verifying that a family is receiving public assistance or that shows the family is potentially eligible to receive public assistance.
- (3) LIFT will accept a written statement from a homeless service provider, school personnel, or other service agency to verify that a family is homeless or any other documentation that indicates homelessness including documentation from a public or private agency, a declaration, information gathered on application forms, or notes from an interview. A family is categorically eligible if the child is homeless or is in foster care. If determines categorically eligible a child will be able to attend a Head Start program without immunization, for a limited number of days as in accordance with OKDHS licensing standards and other medical records, birth certificates or other documents if this is considered a barrier for program participation. The program will give the family reasonable time to provide these documents.
- i. If the family can provide one of these documents, LIFT will describe efforts made to verify the accuracy of the information provided and state whether the family is eligible because they are homeless.
 - ii. If a family cannot provide one of the documents, LIFT will accept a signed declaration of homelessness.
 - iii. If the family gives written consent, LIFT may seek information from third parties who have firsthand knowledge of the family's living situation.
- (4) To verify a child is in foster care, LIFT will accept either a court order or other legal or government-issued document, a written statement from a government child welfare official that shows a child is in foster care, or proof of a foster care payment. A family is categorically eligible if the child is homeless or is in foster care. If determined categorically eligible, a child will be able to attend a Head Start program

without immunization for a limited number of days as in accordance with OKDHS licensing regulations and other medical records, birth certificates or other documents if this is considered a barrier for the program participant. The program will give the family reasonable time to provide these documents.

(j) Eligibility duration.

- (1) Each child that is enrolled will be allowed to remain in Head Start Preschool until kindergarten is available in that child's community, unless there is a compelling reason for that child not to remain in Head Start Preschool and there is a child with a greater need for Head Start Preschool services. The ERSEA Specialist in conjunction with the Head Start Director will determine if there is a compelling reason for the child not to remain in Head Start Preschool. If a child has been found income eligible and is participating in the program, he/she will remain income eligible throughout the enrollment year and the immediately succeeding enrollment year. If a child remains enrolled for a third year, the income will be reverified for the family.
- (2) EHS/EHS-CC children will remain eligible while they participate in EHS/EHS-CC.
- (3) Early Head Start children, who transfer out of Early Head Start and into Head Start Preschool, will be required to reverify their income,
- (4) Early Head Start children will remain in the program until they turn three year of age. Prior to the child turning three, a Head Start Preschool application will be completed to reverify income. After determining income status, the child will transition into Head Start Preschool if there is a vacancy. If there is no vacancy a decision will be made on a case-by-case basis to determine how long a child may remain in Early Head Start. During this time, the parent will work with the teaching staff and Family Advocate to find alternative placement for the child. This child will be placed in the Head Start Preschool waiting list and have priority over the other children waiting.
- (5) N/A – Applies to Migrant or Seasonal programs

(k) Records.

- (1) LIFT keeps each participant's eligibility determination record in each center as well as electronically within the administration office. The program also keeps a record of the ongoing training that each staff member receives at in-service trainings held throughout the year as well as training for the Governing Board, Policy Council, and staff who determine eligibility.
- (2) Each eligibility determination record includes:
 - i. Copies if any documents or statements, including declarations that are deemed necessary to verify eligibility;
 - ii. A statement that program staff has made reasonable efforts to verify information by:
 - (A) Conducting either an in-person or a telephone interview with the family; and,
 - (B) Describing efforts made to verify eligibility and collecting documents required for third party verification.
 - iii. A statement that identifies whether:
 - (A) The family's income is below income guidelines for its size and lists the family's size;

- (B) The family is eligible for or, in the absence of child care, potentially eligible for public assistance;
 - (C) The child is a homeless child or the child is in foster care;
 - (D) The family was determined to be eligible as above income;
 - (E) The family was determined to be eligible between 100%-130% above income.
- (3) LIFT keeps eligibility determination records for children currently enrolled, as long as they are enrolled, and for at least one year after they are no longer enrolled.
- (l) Program policies and procedures on violating eligibility determination regulations. Policies are established in the Standards of Conduct that describe actions taken against staff who intentionally violate federal and program eligibility determination regulations and who enroll children who are not eligible to receive HS/EHS/EHS-CC services.
- (m) Training on eligibility.
- (1) The program trains Governing Board, Policy Council, management, and staff who determine eligibility on applicable federal regulations and program policies and procedures.
 - i. The training includes methods on how to collect complete and accurate eligibility information from families and third-party sources;
 - ii. How to incorporate strategies for treating families with dignity and respect and for dealing with possible issues of domestic violence, stigma, and privacy; and,
 - iii. Staff are required to review and sign the Standards of Conduct, which outline implications of violating program policies. Families and participants are interviewed for accuracy within their applications, if a family was found to have submitted false information the application process would begin again and the family would not be placed on the waiting list until accurate information is submitted.
 - (2) The program trains management and staff members who make eligibility determinations within 90 days of hiring new staff. Special training on recruitment policies and procedures will be given to all center staff during the month of February at in-service.
 - (3) The program trains Governing Board and Policy Council members within 180 days of the beginning of the term of a new Governing Board and Policy Council.
 - (4) Training is provided twice annually for all Governing Board members and Policy Council members. Training for staff is provided as often as is possible.

Performance Standard 1302.13 Recruitment of children

In order to reach those most in need of services, a program must develop and implement a recruitment process designed to actively inform all families with eligible children within the recruitment area of the availability of program services. A program must include modern technologies to encourage and assist families in applying for admission to the program, and to reduce the family's administrative and paperwork burden in the application and enrollment process. A program must include specific efforts to actively locate and recruit children with disabilities and other children in need, including children experiencing homelessness and children in foster care.

Policy 1302.13 Recruitment of children.

The program actively recruits within the tri-county area, which includes Choctaw, Pushmataha, and McCurtain counties. The ERSEA specialist assembles recruitment packets during the month of January/February. These packets provide staff with the materials they need to increase community awareness of the HS/EHS/EHS-CC programs within their area. Contents of these packets are developed with the input of the operational staff and include lists and ideas of where to place posters, news releases, radio announcements, and disability recruitment letters. Special training on recruitment policies and procedures is given to all the center staff during the month of February at in-service. The recruitment process is an ongoing process. Efforts are implemented throughout the entire school year with the emphasis at the center level in February, March, April, and May.

Efforts will be made by HS/EHS/EHS-CC staff to recruit and enroll children with disabilities, children with suspected disabilities, homeless and foster care children, and other vulnerable populations. The ERSEA Specialist will mail a recruitment letter to all agencies in the recruitment area that work with children with disabilities, notifying them of upcoming vacancies. Staff will contact other agencies and professionals (DHS, doctors, mental health agencies, institutions, etc.) for possible referrals of children with disabilities. At least 10 percent of the enrollment opportunities will be available for children with disabilities. All children with disabilities will be accepted prior to children without disabilities.

Recruitment packets are assembled by the ERSEA Specialist during the month of January/February. These packets provide staff with the materials they will need to increase community awareness of the HS/EHS/EHS-CC program within their area. Contents of these packets are developed with the input of the management team and include but are not limited to:

Pamphlets, Posters & Fliers:

Form Listing Places & Dates Where Recruitment Posters are Placed
Various Recruitment Posters, Fliers and Pamphlets

News Releases:

New Release
Copies of Newspaper Articles
Documentation of Radio Announcements if Applicable

Recruitment Ideas:

Recruitment Ideas List

Income Guidelines/Definition of Income

Head Start Point System & Criteria of Enrollment

Sample Letters to Parents:

Notification of Enrollment
Notification of Orientation

Disability Recruitment Letters:

Form Listing Places Where Disability Recruitment Letters Were Sent
Disability Recruitment Letter

Head Start Applications (Spanish & English)

The ERSEA Specialist, during the months of December and/or January, orders additional materials from the National Head Start publications office and any other agencies which may further help and support the HS/EHS/EHS-CC recruitment philosophy.

The recruitment process is an on-going process. Efforts will be implemented throughout the entire school year with emphasis at the center level in February, March, April, & May. The goal is to have as many applications as possible screened at the initial screening held in May. The process begins with identification of children and families who meet the acceptance criteria. This is accomplished through:

- Information obtained through the LDCAA HS/EHS/EHS-CC Community Assessment Survey
- Information from current and former Head Start parents and by word of mouth from persons within the community.
- Contact with other agencies and professionals (DHS, doctors, mental health agencies, institutions. Etc.) for possible referrals of children with disabilities.
- Placement of recruitment posters in various places including, but not limited to: banks, marquees, hospitals, pediatrician's and doctor's offices, libraries, post offices, Walmart, health clinics, laundry mats, grocery stores, and local fast food restaurants. Other recruitment ideas include, but are not limited to: sending notes home with public school children, setting up tables at kindergarten public school enrollment, public service announcements on radio and television stations (news release must be approved prior to use), OPAT home visits, PTA meetings, WIC and immunization days at the Health Department, home visits, door to door contact, floats in parades, announcements at public school functions, church revivals, banners on front of buildings announcing enrollment, open house, booth at Fun Days, recruitment placement/fliers, and carnivals/fairs, etc.

A cover letter is stapled to the front of the recruitment application that informs the parents/legal guardian of what they need to provide to process their application. Families in need of assistance in applying to the program are encouraged to call the administrative office for assistance. Every effort is made to review applications and provide assistance to each family.

Performance Standard 1302.14 Selection process.

(a) Selection criteria

- (1) A program must annually establish selection criteria that weigh the prioritization of selection of participants, based on community needs identified in the community needs assessment as described in §1302.11(b), and including family income, whether the child is homeless, whether the child is in foster care, the child's age, whether the child is eligible for special education and related services, or early intervention services, as appropriate, as determined under the Individuals with Disabilities Education Act (IDEA) (20 U.S.C. 1400 et seq.) and, other relevant family or child risk factors.*
- (2) An Indian tribe that operates a Head Start program must annually establish selection criteria that weigh the prioritization of selection of participants, based on community needs identified in the community needs assessment as described in §1302.11(b), and may, at its discretion, give priority to children in families for which a child, a family member, or a member of the same household, is a member of an Indian Tribe, and would benefit from the Head Start program.*

- (3) *If a program serves migrant or seasonal families, it must annually establish selection criteria that weigh the prioritization of selection of participants, based on community needs identified in the community needs assessment as described in §1302.11(b), and given priority to children whose families can demonstrate they have relocated frequently within the past two years to pursue agriculture work.*
- (4) *If a program operates in a service area where Head Start Preschool eligible children can enroll in high-quality publicly funded pre-kindergarten for a full school day, the program must prioritize younger children as part of the selection criteria in paragraph (a)(1) of this section. If this priority would disrupt partnerships with local education agencies, then it is not required. An American Indian and Alaska Native or Migrant or Seasonal Head Start program must consider whether such prioritization is appropriate in their community.*
- (5) *A program must not deny enrollment based on a disability or chronic health condition or its severity.*
- (6) *A program may consider the enrollment of children of staff members as part of the selection criteria in paragraph (a)(1) of this section.*
- (b) *Children eligible for services under IDEA.*
 - (1) *A program must ensure at least 10 percent of its total actual enrollment is filled by children eligible for services under IDEA, unless the responsible HHS official grants a waiver.*
 - (2) *If the requirement in paragraph (b)(1) of this section has been met, children eligible for services under IDEA should be prioritized for the available slots in accordance with the program's selection criteria described in paragraph (a) of this section.*
- (c) *Waiting lists.* *A program must develop at the beginning of each enrollment year and maintain during the year a waiting list that ranks children according to the program's selection criteria.*

Policy 1302.14 Selection process.

(a) Selection criteria.

- (1) LIFT annually establishes selection criteria through a prioritization schedule, based on community needs identified in the community needs assessment as described in §1302.11(b), and including family income, whether the child is homeless, whether the child is in foster care, the child's age, whether the child is eligible for special education and related services, or early intervention services, as appropriate, as determined under the Individuals with Disabilities Education Act (IDEA) (20 U.S.C. 1400 et seq.) and, other relevant family or child risk factors.

Prioritization Schedule Head Start Preschool:

- Returning Head Start Preschool children
- Current Staff Children
- Returning – Transferred Early Head Start children who met the September 1st cutoff date.
- 4 yr. old categorically eligible children with IEP
- 4 yr. old below income children with IEP
- 4 yr. old categorically eligible children
- 4 yr. old above income children with IEP
- 4 yr. old below income children
- 3 yr. old categorically eligible children with IEP

- 3 yr. old below income children with IEP
- 3 yr. old categorically eligible children
- 3 yr. old above income children with IEP
- 3 yr. old below income children
- 4 yr. old 100-130% eligible children with IEP
- 4 yr. old 100-130% eligible children
- 3 yr. old 100-130% eligible children with IEP
- 3 yr. old 100-130% eligible children
- 4 yr. old above income children – (as approved by the Head Start Director)
- 3 yr. old above income children – (as approved by the Head Start Director)

(10% of the agency's current enrollment of above income children, with the exception of Medically Underserved centers)

(If vacancies still exist, the ERSEA Specialist will meet with the Head Start Director to determine the classroom's ability to meet its capacity)

Prioritization Schedule Early Head Start:

- Current Staff Children
- Early Head Start – Child Care children who are not eligible for a subsidy
- Categorically eligible children with IFSP
- Below income children with IFSP
- Above income children with IFSP – (as approved by the Head Start Director)
- Categorically eligible children
- Below income children
- Above income children – (as approved by the Head Start Director)

(10% of the agency's current enrollment of above income children)

***Schedule subject to change ensuring compliance of infant/caregiving ratio.*

Prioritization Schedule Early Head Start-CC:

- Current Staff Children
- Categorically eligible children with IFSP
- Below income children with IFSP
- Above income children with IFSP – (as approved by the Head Start Director)
- Categorically eligible children

- Below income children
- Above income children – (as approved by the Head Start Director)

(10% of the agency's current enrollment of above income children, with the exception of Medically Underserved centers)

***Schedule subject to change ensuring compliance of infant/caregiving ratio*

A child who has been enrolled in a child development program in the past will be given additional points on his/her recruitment application when being screened for priority in keeping with the concept of continuity of care. A child who is enrolled in a child care partner site will be given additional points. A child who receives a child care subsidy will receive additional points.

If there are slots available where more than one family is eligible, and has the same amount of points, the date of the application will be the determining factor. Only complete applications will be considered at time of screening. If applications are incomplete, the ERSEA Specialist will send the parent a letter requesting additional information. For a diagnosed disability to be considered as a priority, documentation of the disability must be available at time of screening.

Upon receipt of current Federal Income Guidelines, the ERSEA Specialist will distribute them to each center and input it into the child tracking software. The point system and the eligibility criteria will be used by the ERSEA Specialist during screening to determine the number of points a family receives based on the designated criteria in the Point System List.

Four-year-old children will be given priority over three-year-old children for available slots if there's not a disability. Priority will then be given to the application with the most points and going on down the line. Children with an IEP will be given priority.

Three-year-old children who turn three before September 1st will be taken before children who turn three after September 1st. Applicants who turn three after September 1st will be prioritized on a case-by-case basis.

- (2) N/A – Applies to Indian Tribes
- (3) N/A – Applies to Migrant or Seasonal programs
- (4) LIFT centers in partnership with public schools for the majority of all locations and works with families that would have better placement in a public-school classroom where we are not partnered.
- (5) LIFT does not deny enrollment based on a disability or chronic health condition.
- (6) LIFT considers the enrollment of children of staff members as part of the selection criteria in paragraph (a)(1) of this section.

(b) Children eligible for services under IDEA.

- (1) LIFT ensures at least 10 percent of its total actual enrollment is filled by children eligible for services under IDEA. Should this be a problem, LIFT would request a waiver from the Regional Program Specialist.
- (2) LIFT gives additional points to all children with a suspected or identified disability.

(c) Waiting list.

LIFT develops at the beginning of each enrollment year and maintains during the year a waiting list that ranks children according to the program's selection criteria. When all possible

enrollment vacancies have been filled, the remaining applicants will be put on a waiting list for possible future enrollment. The ERSEA Specialist will be responsible for maintaining and updating the Waiting List during the school year. LIFT Head Start will strive to obtain more applications prior to the beginning of the enrollment year than enrollment opportunities that are anticipated to be available over the course of the next enrollment year. Every attempt will be made to solicit all available children and families.

LIFT HS/EHS/EHS-CC will solicit applications from as many eligible families within the recruitment area as possible. If necessary, staff will assist families in filling out the application form in order to assure that all information needed for selection is completed. The staff and family advocates will take the recruitment application and cover letter to as many different locations within the recruitment area as possible. Effort will be made to include all areas where possible eligible families are located.

After enrollment into Early Head Start, the child is eligible to remain in the program until his/her third birthday. If a child enrolled in Early Head Start – Child Care is no longer eligible for a subsidy they may be transferred to Early Head Start if an opening is available. At age three the child will transition into Head Start Preschool if income eligible and there is a vacancy. If there is not a vacancy, the child may remain in Early Head Start for an appropriate amount of time determined by the Head Start management team. During this time, the parent will work with the teaching staff and Family Advocate to find alternate placement for the child. This child will be placed on the Head Start Preschool waiting list and have priority over the other children waiting.

Licensing requirements must be met before any child can remain in Early Head Start past their third birthday.

When a child is currently on an IFSP, a transition meeting will take place to discuss the child's development level and if Head Start Preschool is the appropriate placement for the child. The meeting will consist of the child's parent(s), the Early Head Start teaching staff, Head Start specialists and the multi-disciplinary team. Based on the child's test scores, if the multi-disciplinary team and the parent(s) determine the child is not developmentally ready for Head Start Preschool, the child is eligible to remain in the Early Head Start program for an appropriate amount of time determined by the Head Start management team. At this time, he/she will be placed on the Head Start Preschool waiting list with top priority. During the child's stay, the teaching staff, parent(s), and the family advocates will work together to find an alternate placement for the child provided there is no vacancy in Head Start Preschool when a transition is deemed appropriate. If the parent(s), teaching staff and multi-disciplinary team feel the child has progressed and is developmentally ready for Head Start Preschool the child will transition if there is a vacancy.

Performance Standard 1302.15 Enrollment

- (a) Funded enrollment. *A program must maintain its funded enrollment level and fill any vacancy as soon as possible. A program must fill any vacancy within 30 days.*
- (b) Continuity of enrollment.
 - (1) *A program must make efforts to maintain enrollment of eligible children for the following year.*
 - (2) *Under exceptional circumstances, a program may maintain a child's enrollment in Head Start Preschool for a third year, provided that family income is verified again. A program may maintain a child's enrollment in Early Head Start as described in §1302.12(j)(2).*

- (3) *If a program serves homeless children or children in foster care, it must make efforts to maintain the child's enrollment regardless if whether the family or child moved to a different service area, or transition the child to a program in a different service area, as required in §1302.72(a), according to the family's needs.*
- (c) Reserved slots. *If a program determines from the community assessment there are families experiencing homelessness in the area, or children in foster care that could benefit from services, the program may reserve one or more enrollment slots for pregnant women and children experiencing homelessness and children in foster care, when a vacancy occurs. No more than three percent of a program's funded enrollment slots may be reserved. If the reserved enrollment slot is not filled within 30 days, the enrollment slot becomes vacant and then must be filled in accordance with paragraph (a) of this section.*
- (d) Other enrollment. *Children from diverse economic backgrounds who are funded with other sources, including private pay, are not considered part of a program's eligible funded enrollment.*
- (e) State immunization enrollment requirements. *A program must comply with state immunization enrollment and attendance requirements, with the exception of homeless children as described in §1302.16(c)(1).*
- (f) Voluntary parent participation. *Parent participation in any program activity is voluntary, including consent for data sharing, and is not required as a condition of the child's enrollment.*
- (g) User friendly enrollment process. *A program must regularly examine their enrollment processes and implement any identified improvements to streamline the enrollment experience for families.*

Policy 1302.15 Enrollment

- (a) Funded enrollment. Enrollment is maintained for all program and vacancies are filled as soon as possible. The program fills these vacancies within 30 days. When a vacancy exists, the space will be filled from the waiting list within 30 days. The center teacher will notify the ERSEA Specialist by telephone immediately upon a child leaving the program. At which time, the ERSEA Specialist will attempt to accept a child to fill the vacancy. Children will be accepted according to the Prioritization Schedule.
- (b) Continuity of enrollment.
- (1) Families are sent letters each year that encourages them to return for the upcoming year of Head Start Preschool.
 - (2) If a child remains in LIFT Head Start Preschool for a 3rd year, the family income is verified again.
 - (3) When serving families categorized as homeless or foster care, every effort is made to accommodate these populations circumstances and continue enrollment. This includes transferring children to centers if locations change, as is possible. If openings are not available when families move, then they will be referred to other child care programs.
- (c) Reserved slots. LIFT will utilize the reserved slots options as needed to accommodate the need in the community
- (d) Other enrollment. Children categorized as Head Start Preschool, Early Head Start, and Early Head Start-CC are only funded through Head Start funding.
- (e) State immunization enrollment requirements. LIFT complies with Oklahoma State immunization requirements, including utilizing the emergency exceptions rules for a family experiencing homelessness. If a homeless family is unable to meet immunization requirements, the program makes every effort to assist families in getting immunized, they will be allowed into the center for a limited number of days.

- (f) Voluntary parent participation. Parent participation is not a contingency for any child's enrollment.
- (g) User friendly enrollment process. LIFT regularly examines their enrollment processes and implements any identified improvements to streamline the enrollment process experience for families.

Performance Standard 1302.16 Attendance

- (a) Promoting regular attendance. *A program must track attendance for each child.*
 - (1) *A program must implement a process to ensure children are safe when they do not arrive at school. If a child is unexpectedly absent and a parent has not contacted the program within one hour of program start time, the program must attempt to contact the parent to ensure the child's well-being.*
 - (2) *A program must implement strategies to promote attendance. At a minimum, a program must:*
 - i. *Provide information about the benefits of regular attendance;*
 - ii. *Support families to promote the child's regular attendance;*
 - iii. *Conduct a home visit or make other direct contact with a child's parents if a child has multiple unexplained absences (such as two consecutive unexplained absences); and,*
 - iv. *Within the first 60 days of program operation, and on an ongoing basis thereafter, use individual child attendance data to identify children with patterns of absence that put them at risk of missing ten percent of program days per year and develop appropriate strategies to improve individual attendance among identified children, such as direct contact with parents or intensive case management, as necessary.*
 - (3) *If a child ceases to attend, the program must make appropriate efforts to reengage the family to resume attendance, including as described in paragraph (a)(2) of this section. If the child's attendance does not resume, then the program must consider that slot vacant. This action is not considered expulsion as described in §1302.17.*
- (b) Managing systematic program attendance issues. *If a program's monthly average daily attendance rate falls below 85 percent, the program must analyze the causes of absenteeism to identify any systematic issues that contribute to the program's absentee rate. The program must use this data to make necessary changes in a timely manner as part of ongoing oversight and correction as described in §1302.102(b) and inform its continuous improvement efforts as described in §1302.102(c).*
- (c) Supporting attendance of homeless children.
 - (1) *If a program determines a child is eligible under §1302.12(c)(1)(iii), it must allow the child to attend for up to 90 days or as long as allowed under state licensing requirements, without immunization and other records, to give the family reasonable time to present these documents. A program must work with families to get children immunized as soon as possible in order to comply with state licensing requirements.*
 - (2) *If a child experiencing homelessness is unable to attend classes regularly because the family does not have transportation to and from the program facility, the program must utilize community resources, where possible, to provide transportation for the child.*

Policy 1302.16 Attendance.

- (a) Promoting regular attendance. LIFT tracks each individual's attendance within the ChildPlus software program.
 - (1) LIFT has implemented a process to ensure children are safe when they do not arrive at school. If a child is unexpectedly absent and a parent has not contacted the program

within one hour of program start time, the staff must attempt to contact the parent to ensure the child's well-being

(2) LIFT has implemented strategies to promote attendance. The program does the following:

- i. Upon enrollment each family is required to review the parent handbook that outlines attendance standards. The families are informed that regular attendance is a requirement of the program and each child needs the stability of the program schedule to ensure they receive what they need to succeed in kindergarten. These benefits are continually explained to families through the school year by way of parent teacher conferences, home visits, and attendance letters. Families are required to sign an attendance agreement that promotes a shared responsibility to have their child at the center daily.
- ii. A teacher is required to conduct a home visit if multiple consecutive unexplained absences occur. The teacher is required to document this visit in ChildPlus and inform the ERSEA department of the occurrence. Staff will be sure to discuss the reason for the absence, emphasize the importance of regular attendance and how attendance affects school readiness goals, and be sensitive to any special family circumstances when talking with the family. This could constitute the necessity to develop an attendance improvement plan.

When a child is absent in HS/EHS/EHS-CC, the teacher will initiate family support procedures including a phone call and/or home visit. Staff will be sure to discuss the reason for the absence, emphasize the importance of regular attendance and how attendance affects school readiness goals, and be sensitive to any special family circumstances when talking with the family.

All contacts with the family will be documented on the Family Contact Log and/or the attendance note/comments. Any assistance given to the family to help the family meet a need or fulfill a goal will also be documented on the Family Contact Log. Documentation of all home visits and phone calls will be included on the Time & Attendance comments section of ChildPlus for that particular child.

The teacher will update Time & Attendance in the ChildPlus database and the ERSEA Specialist will review the completed Time & Attendance and absenteeism notes log.

If after the ERSEA Specialist has reviewed the pattern of absences and has determined that they are a result of illness or if they are well documented absences for other reasons, no further special action will be required.

- iii. Staff will attempt to conduct a home visit or make other direct contact with the child's parents if a child has multiple unexplained absences; and,
- iv. Within the first 60 day of program operation, and on an ongoing basis thereafter, LIFT uses individual child attendance data to identify children with chronic patterns of absence that put them at risk of missing ten percent of program days per year and develops appropriate strategies to improve individual attendance among identified children, such as direct contact with parents or an attendance improvement plan, as necessary. The teacher will document the reasons for the absence on the Time & Attendance Log. The ERSEA Specialist will review the pattern of absences for each child, including

the number of absences that occur on consecutive day. The ERSEA Specialist will analyze the causes for absenteeism and determine if further consultation with the parents is required. Teacher are required to monitor attendance and if they see a child with chronic attendance issues, an attendance improvement plan is to be developed.

- (3) If a child ceases to attend, LIFT will make appropriate efforts to reengage the family to resume attendance. If the child's attendance does not resume, then the child will be dropped from the program.
- (b) Managing systematic program attendance issues. If the program's monthly average daily attendance rate falls below 85 percent, the program will analyze the causes of absenteeism to identify any systematic issues that contribute to the program's absentee rate. The program will use this data to make necessary changes in a timely manner as part of ongoing oversight and correction by making necessary decisions to fuel program performance and inform its continuous improvement efforts by making strategic decisions to aid policies.
- (c) Supporting attendance of homeless children.
 - (1) If LIFT determines a child is eligible by reason of homelessness, it will allow the child to attend for up to 90 days if allowable within OKDHS licensing requirements, without immunization and other records, to give the family reasonable time to present these documents. LIFT will work with families to get children immunized as soon as possible in order to comply with state licensing requirements.
 - (2) If a child experiencing homelessness is unable to attend classes regularly because the family does not have transportation to and from the program facility, Family Advocates will attempt to locate any available community resources to provide transportation for the child.

POINT SYSTEM**CHILD - DISABILITIES SUSPECTED**

	EHS-CC	EHS	HS
Visual impairment, including blindness	10	10	10
Hearing impairment, including deafness	10	10	10
Orthopedic impairment	10	10	10
Speech or language impairment	5	5	5
Health impairment	10	10	10
Mental retardation	10	10	10
Emotional/behavioral disorder	10	10	5
Learning disability	10	10	10
Autism	10	10	10
Traumatic brain injury	10	10	10
Other impairment	10	10	10

CHILD - DISABILITY IDENTIFIED

	EHS-CC	EHS	HS
Visual impairment, including blindness	25	25	25
Hearing impairment, including deafness	25	25	25
Orthopedic impairment	25	25	25
Speech or language impairment	15	15	15
Health impairment	25	25	25
Mental retardation	25	25	25
Emotional/behavioral disorder	25	25	25
Learning disability	25	25	25
Autism	25	25	25
Traumatic brain injury	25	25	25
Other impairment	25	25	25

FAMILY TYPE

	EHS-CC	EHS	HS
Two parent family			
Single parent	10	10	10
Single parent living with partner	5	5	5
Other relative(s)	15	15	15
Foster family	20	20	20
Homeless family	20	20	20
Other family type	15	15	15

NUMBER OF CHILDREN IN FAMILY

	EHS-CC	EHS	HS
Five or more	8	8	8
Four	6	6	6
Three	4	4	4
Two	2	2	2
One			

PREVIOUSLY ENROLLED (PCPD)

	EHS-CC	EHS	HS
Previously in Early Head Start	10	10	10
Previously in Parent Child Center	10	10	10
Previously in Head Start Migrant Program	10	10	10
Previously in Head Start Home Based Program	10	10	10
Previously in Comprehensive Child Dev. Program			10
Previously in Head Start Family Child Care Program			10
Previously in Head Start Center Based Program			10
Previously in other Child Development Program	10	10	10

POINT SYSTEM

	EHS-CC	EHS	HS
EDUCATIONAL LEVEL OF ADULT	No school completed	10	10
	Less or equal to 4th grade	10	10
	5th - 8th grade	10	10
	9th - 11th grade	10	10
	12th grade (no diploma)	10	10
	High School graduate (diploma or equivalent)	9	9
	Some college (no degree)	6	6
	Associates degree in college	5	5
	Bachelors degree		
	Masters degree		
	Doctorate degree		
	EHS-CC	EHS	HS
LANGUAGE	Not at all		10
	Not well		5
	Well		0
	Very Well		0
	EHS-CC	EHS	HS
REFERRAL	Child welfare agency	10	10
	Resource and referral agency	10	10
	Public or private non-profit agency	10	10
	Early Head Start	10	10
	Disabilities program (part H)	10	10
	Hospital/Health clinic	10	10
	Women, Infants, and Children's (WIC)	10	10
	Other	10	10
	EHS-CC	EHS	HS
PARENTS AGE	Less than 14	10	10
	Between 14 - 17	9	9
	18 or older	5	5
	EHS-CC	EHS	HS
CHILD'S AGE	Less than 6 months old	10	10
	6 months but younger than 12 months	10	10
	12 months but younger than 18 months	9	9
	18 months but younger than 24 months	7	7
	2 years but younger than 3	5	5
	3 years but younger than 4		
	4 years but younger than 5		75
	EHS-CC	EHS	HS
OTHER	Receives child care subsidy	50	
	Child enrolled in partner site	25	
	Pregnant mother and has an EHS eligible child	20	20
	Family receives TANF as income	20	20

POINT SYSTEM**INCOME**

	EHS-CC	EHS	HS
01 - 10% below	10	10	10
11 - 20% below	20	20	20
21 - 30% below	30	30	30
31 - 40% below	40	40	40
41 - 50% below	50	50	50
51 - 60% below	60	60	60
61 - 70% below	70	70	70
71 - 80% below	80	80	80
81 - 90% below	90	90	90
91 - 100% below	100	100	100
Exactly on poverty guideline	0	0	0
01 - 10% above	-10	-10	-10
11 - 20% above	-20	-20	-20
21 - 30% above	-30	-30	-30
31 - 40% above	-40	-40	-40
41 - 50% above	-50	-50	-50
51 - 60% above	-60	-60	-60
61 - 70% above	-70	-70	-70
71 - 80% above	-80	-80	-80
81 - 90% above	-90	-90	-90
91 - 100% above	-100	-100	-100



Employee of the Month Nomination

Please place an X beside all of the qualities that apply to the person you are nominating, and then write a few words about how each characteristic applies to the person being nominated.

Example: X --Has good customer service--Mary always smiles and says hi to everyone who comes in the office.

Not all qualities will apply to every person. You may also add additional good qualities that the person has in the "other" blanks on the back side of this form. If you would like to elaborate, you can use the empty square on the second page of this form to provide more details of the good work habits of the person you are nominating. Or, you can use the empty space to describe something really good that the person has done.

Date: 1/6/2025

Name of Person being nominated for Employee of the Month: Terry Wren

Name of Person submitting the nomination: Dawn McKee

- | | | |
|----------|--|--|
| <u>X</u> | Is a hard worker | <u>Always one of the first ones here and the last ones to leave.</u> |
| <u>X</u> | Respects others | <u>He treats everyone with respect.</u> |
| <u>X</u> | Is on time | <u>Consistently on time, usually one of the first.</u> |
| <u>X</u> | Is organized | <u>Very organized, everything has its place.</u> |
| <u>X</u> | Keeps a positive attitude | <u>Even in stressful situations he has a positive attitude.</u> |
| <u>X</u> | Encourages other people | <u>He is always encouraging others to do their best.</u> |
| <u>X</u> | Is willing to help others | <u>He goes out of his way to help others and if can't he tries to find someone who might be able to.</u> |
| <u>X</u> | Makes a good first impression | <u>He is very courteous, open, friendly and listens.</u> |
| <u>X</u> | Follows all workplace rules | <u>He is a stickler for rules, policies etc.</u> |
| <u>X</u> | Uses resources wisely | <u>He tries to make things last as long as possible.</u> |
| <u>X</u> | Has good work attendance | <u>It is not unusual for him to actually lose some time at the end of the year.</u> |
| <u>X</u> | Represents the agency well | <u>He is always professional when he is representing the agency.</u> |
| <u>X</u> | Is a loyal employee | <u>He is a long term employee who is dedicated to the agency's goals.</u> |
| <u>X</u> | Handles crisis well | <u>He is usually the one that keeps the rest of us calm.</u> |
| <u>X</u> | Goes above and beyond the call of duty | <u>He cares about how we are a whole person and encourages us to do and be better.</u> |
| <u>X</u> | Works well with others (team player) | <u>He has created all of us into a team and supports a team atmosphere.</u> |

X Is creative He is creative when solving problems and constantly encourages us to think outside the box.

Likes to learn new things

X Is a good listener he listens to others and says his door is open if we need to talk

X Communicates well He effectively gives out information and passes it along very quickly

X Dependable Very reliable and trustworthy if he isn't here by a certain time or something turned in on time there is a reason.

X Respectful, considerate of others He opens doors for others, walks between me and the street. One of the most respectful men I have ever met.

X Safety conscious He conducts a department safety meeting every Tues.

X Good problem solving skills Approaches problems calmly and with a level head most of the time.

Other

Other

Other

Use this space if you have anything additional that you would like to say about the person being nominated.

Terry has worked for this company for 20 years. With his leadership and guidance he has made our department into a team. He is constantly asking us questions and giving us reminders that help ensure that everything is being done correctly. If we make a mistake he asks us to fix it and encourages us to find solutions so we don't make the mistake again. He is the most calm and reassuring boss I have ever had. He makes you want to do and be better so you don't disappoint him. He encourages us to grow in all aspects of our lives. He guides us in our work, he doesn't ask us to do anything that he wouldn't or hasn't done himself. He constantly is asking us to think outside the box to come up with solutions to some of the problems that we come up against. I have watched him listen to someone for long periods of time just because that person may have just needed someone to talk to and may not have anyone. Watching and learning from Terry makes me want to be better and do my job to the best of my ability.

Submit nominations by the 30th of the month for consideration. Submit nominations to Kathy James at the Administration Office, by mail (209 N. 4th St., Hugo, OK 74743), by fax (580-326-2305), or by email (kathy.james@liftca.org). Nominations are judged by a five-member committee. If the person you nominate is not selected, it is okay to nominate that person again the following month if you feel he/she is deserving of the award.



Employee of the Month Nomination

Please place an X beside all of the qualities that apply to the person you are nominating, and then write a few words about how each characteristic applies to the person being nominated.

Example: X --Has good customer service--Mary always smiles and says hi to everyone who comes in the office.

Not all qualities will apply to every person. You may also add additional good qualities that the person has in the "other" blanks on the back side of this form. If you would like to elaborate, you can use the empty square on the second page of this form to provide more details of the good work habits of the person you are nominating. Or, you can use the empty space to describe something really good that the person has done.

Date: 1/07/2026

Name of Person being nominated for Employee of the Month: Terry Wren

Name of Person submitting the nomination: Johnny Driggers

- | | | |
|----------|--|--|
| <u>X</u> | Is a hard worker | <u>works hard every day and never cuts corners</u> |
| <u>X</u> | Respects others | <u>Terry treats everyone with respect and fairness.</u> |
| <u>X</u> | Is on time | <u>Consistently punctual and often the first to arrive at the office</u> |
| <u>X</u> | Is organized | <u>Highly organized with excellent attention to detail</u> |
| <u>X</u> | Keeps a positive attitude | <u>Maintains a positive attitude, even in challenging situation</u> |
| <u>X</u> | Encourages other people | <u>Consistently encourages and supports others, contributing to a positive work environment</u> |
| <u>X</u> | Is willing to help others | <u>Goes out of their way to help and support others.</u> |
| <u>X</u> | Makes a good first impression | <u>Presents themselves professionally and leaves a strong first impression with client</u> |
| <u>X</u> | Follows all workplace rules | <u>Consistently follows workplace rules, policies, and procedures</u> |
| <u>X</u> | Uses resources wisely | <u>Uses resources wisely with minimal waste</u> |
| <u>X</u> | Has good work attendance | <u>Consistently maintains good attendance and reliability</u> |
| <u>X</u> | Represents the agency well | <u>Demonstrates professionalism in all interactions as a representative of the agency</u> |
| <u>X</u> | Is a loyal employee | <u>Shows dedication and long term loyalty to the agency's mission and program goal</u> |
| <u>X</u> | Handles crisis well | <u>Demonstrates strong problem solving skills during challenging situations.</u> |
| <u>X</u> | Goes above and beyond the call of duty | <u>Demonstrates exceptional dedication by consistently exceeding standard job responsibilities</u> |
| <u>X</u> | Works well with others (team player) | <u>Collaborates well with coworkers to support team success</u> |

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- X Is creative Demonstrates creativity and resourcefulness when solving problems
- ____ Likes to learn new things _____
- X Is a good listener Actively listens and carefully considers others' input
- X Communicates well Effectively communicates information in a clear, professional manner
- X Dependable Reliable and trustworthy in all responsibilities
- X Respectful, considerate of others Creates a positive environment through respect and consideration for others
- X Safety conscious Safety meetings weekly
- X Good problem solving skills Approaches problems with confidence and good judgment
- ____ Other _____
- ____ Other _____
- ____ Other _____

Use this space if you have anything additional that you would like to say about the person being nominated.

Terry Wren has been with the company for over 20 years, when I transitioned from the field into the office, he mentored me and taught me how to be the best employee I could be. His guidance, patience, and leadership made a lasting impact on my professional growth.

I truly believe our program is as successful as it is largely because of his leadership. He consistently ensures that everything is done correctly, ethically, and to the highest standard possible. His persistence and attention to doing things the right way set the tone for the entire team.

He has built and led a strong, effective team and continues to lead by example every day. I genuinely look up to him and strive to carry forward the same principles, work ethic, and integrity that he demonstrates. He is highly deserving of Employee of the Month recognition.

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Date: 1-7-2026

Name of Person being nominated for Employee of the Month: Terry Wren

Name of Person submitting the nomination: James Caldwell

<u>X</u>	Is a hard worker	<u>Terry is always chopping away on the computer & doing paper work.</u>
<u>X</u>	Respects others	<u>Terry has always shown me & everyone else respect</u>
<u>X</u>	Is on time	<u>Terry is the often the first one at the building every morning & the last to leave.</u>
<u>X</u>	Is organized	<u>Terry has so many checks & balances in places including multiple checklists</u>
<u>X</u>	Keeps a positive attitude	<u>I have never once heard him speak negatively always optimistic</u>
<u>X</u>	Encourages other people	<u>Terry always encourages me & others to be our best</u>
<u>X</u>	Is willing to help others	<u>Terry always asks if there is anything he can personally do for us after every safety meeting</u>
<u>X</u>	Makes a good first impression	<u>Terry is always well dressed & articulate</u>
<u>X</u>	Follows all workplace rules	<u>Terry follows all rules & encourages others to do so</u>
<u>X</u>	Uses resources wisely	<u>He is always planning several weeks ahead</u>
<u>X</u>	Has good work attendance	<u>The guy practically lives at work</u>
<u>X</u>	Represents the agency well	<u>Terry is a model employee</u>
<u>X</u>	Is a loyal employee	<u>20+ years of service speaks for it's self</u>
<u>X</u>	Handles crisis well	<u>Always understanding & hopeful</u>
<u>X</u>	Goes above and beyond the call of duty	<u>Absolutely, stays late comes in every day never complains</u>
<u>X</u>	Works well with others (team player)	<u>He's the best boss most of us in WX have ever had!!!!</u>

X	Is creative	Always coming up with new ways to be more efficient
X	Likes to learn new things	Always looking to learn
X	Is a good listener	Will stop what he's doing to hear you out
X	Communicates well	Very articulate, & punctual !!
X	Dependable	Has never let me down!!
X	Respectful, considerate of others	Has always shown me respect
X	Safety conscious	Always tells us to think before acting & hosts a safety meeting every Tuesday.
X	Good problem solving skills	Whenever a problem does arise, he handles it very quickly
	Other	
X	Other	All around great guy!!!
	Other	

Use this space if you have anything additional that you would like to say about the person being nominated.

I know it may seem excessive but It's honestly True Terry Wren Is the best boss I have ever had & he deserves recognition!!

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_____ Is creative _____

_____ Likes to learn new things _____

_____ Is a good listener _____

_____ Communicates well _____

_____ Dependable _____

_____ Respectful, considerate of others _____

_____ Safety conscious _____

_____ Good problem solving skills _____

_____ Other _____

_____ Other _____

_____ Other _____

Use this space if you have anything additional that you would like to say about the person being nominated.

Terry is a great asset to the Agency. Terry shows up with a smile on his face daily and always has a positive attitude.

Submit nominations by the 30th of the month for consideration. Submit nominations to Kathy James at the Administration Office, by mail (209 N. 4th St., Hugo, OK 74743), by fax (580-326-2305), or by email (kjames@littledixie.org). Nominations are judged by a five-member committee. If the person you nominate is not selected, it is okay to nominate that person again the following month if you feel he/she is deserving of the award.

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Employee of the Month Nomination

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Date: 1-7-26

Name of Person being nominated for Employee of the Month: Terry Wren

Name of Person submitting the nomination: William Clinton

- ☒ Is a hard worker _____
- ☒ Respects others _____
- ☒ Is on time first to show up last to leave
- ☒ Is organized Very
- ☒ Keeps a positive attitude Always says no matter what happens we gotta keep
- ☒ Encourages other people _____
- ☒ Is willing to help others All the time. If some one doesn't know) He ^{the flag} moving
- ☒ Makes a good first impression yes very respectable Help to figure it out
- ☒ Follows all workplace rules _____
- ☒ Uses resources wisely _____
- ☒ Has good work attendance yes
- ☒ Represents the agency well yes
- ☒ Is a loyal employee Always talks highly of lift
- ☒ Handles crisis well yes
- ☒ Goes above and beyond the call of duty yes
- ☒ Works well with others (team player) _____

Is creative _____

✓ Likes to learn new things If he don't know he will find a way to learn what

✓ Is a good listener every time I need to talk to he is willing to listen ^{if needed}

✓ Communicates well every morning he ask How every one doing on and off

✓ Dependable If you need him he will be there the Job

✓ Respectful, considerate of others Always

✓ Safety conscious _____

✓ Good problem solving skills _____

Other _____

Other _____

Other _____

Use this space if you have anything additional that you would like to say about the person being nominated.

Out of all my jobs Terry is probably the best boss I had. He's very respectful and willing to listen and hear you out. He's always positive and willing to go the extra mile.

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Employee of the Month Nomination

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Date: 1-7-26

Name of Person being nominated for Employee of the Month: Terry Wren

Name of Person submitting the nomination: Bailian Valentine

- ☒ Is a hard worker
- ☒ Respects others
- ☐ Is on time
- ☐ Is organized
- ☒ Keeps a positive attitude
- ☒ Encourages other people
- ☒ Is willing to help others
- ☐ Makes a good first impression
- ☒ Follows all workplace rules
- ☒ Uses resources wisely
- ☒ Has good work attendance
- ☒ Represents the agency well
- ☒ Is a loyal employee More than 20 years with a company
- ☒ Handles crisis well When everyone was stressing about our grants
- ☐ Goes above and beyond the call of duty
- ☐ Works well with others (team player)

speaks for himself
he was reassuring



_____ Is creative _____
 _____ Likes to learn new things _____
 ✓ _____ Is a good listener _____
 ✓ _____ Communicates well _____
 _____ Dependable _____
 ✓ _____ Respectful, considerate of others _____
 ✓ _____ Safety conscious _____
 ✓ _____ Good problem solving skills _____
 _____ Other _____
 _____ Other _____
 _____ Other _____

Use this space if you have anything additional that you would like to say about the person being nominated.

I've worked in every Jobspace you can think of
 bouncing from work to work. And in doing so
 I haven't had a boss/supervisor be so helpful
 and forgiving as Terry Wren. He truly tries
 his hardest and 100% deserves my nomination
 for employee of the month.

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Employee of the Month Nomination

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Date: 1-7-2026

Name of Person being nominated for Employee of the Month: Terry Wren

Name of Person submitting the nomination: William Bates

- ☒ Is a hard worker always willing to jump in to any job
- ☒ Respects others has always given me and anyone I've seen the up most respect
- ☒ Is on time is always at least 5 min early
- ☒ Is organized if he's not he makes it seem like he is
- ☒ Keeps a positive attitude always has a upbeat attitude no matter the deal
- ☒ Encourages other people he's full of ~~many~~ encouraging words for anyone
- ☒ Is willing to help others ain't scared to jump in and help others
- ☒ Makes a good first impression always clean cut and smiling
- ☒ Follows all workplace rules never seen him break a rule
- ☒ Uses resources wisely from what I see he does
- ☒ Has good work attendance is always there even when he's sick
- ☒ Represents the agency well very professional in all aspects of the job
- ☒ Is a loyal employee constantly bragging and talking about LIFT and their achievements
- ☒ Handles crisis well always stays calm and cool
- ☒ Goes above and beyond the call of duty I can't even explain
- ☒ Works well with others (team player) works well with everyone

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- _____ Is creative _____
- ✓ Likes to learn new things loves to learn and apply new Techniques
- ✓ Is a good listener always Takes The Time to listen
- ✓ Communicates well his messages are alway very clear
- ✓ Dependable you can count on Terry being There
- ✓ Respectful, considerate of others nomatter The Circumstance hes always Respectful
- ✓ Safety conscious constantly
- ✓ Good problem solving skills Takes Time To Think Things Through
- _____ Other _____
- _____ Other _____
- _____ Other _____

Use this space if you have anything additional that you would like to say about the person being nominated.

Terry is probably The most reasonable boss I've had

Submit nominations by the 30th of the month for consideration. Submit nominations to Kathy James at the Administration Office, by mail (209 N. 4th St., Hugo, OK 74743), by fax (580-326-2305), or by email (kjames@littledixie.org). Nominations are judged by a five-member committee. If the person you nominate is not selected, it is okay to nominate that person again the following month if you feel he/she is deserving of the award.

Program Summary
Head Start/Early Head Start/Early Head Start-Child Care Programs
December 2025

Eligibility, Recruitment, Selection, Enrollment & Attendance

During the month of December there were 48 children, age birth to 3, that were provided services in the Early Head Start centers and 104 children served, age birth to 3, in the Early Head Start – Child Care locations. Services were provided for 234 children, age 3 to 4 years old in the Head Start centers within the tri-county service area.

The Outreach Specialist prepared and sent out flyers and posters that reached across our service area. Our ad was included on local restaurant menus. Daily social media posts are also made on our LIFTCA Facebook page.

Family Advocates and other Head Start, Early Head Start, and Early Head Start Child Care staff have been placing recruitment flyers, recruitment apple signs, recruitment cards and other recruitment items in and around various businesses within the tri-county service area, along with placing recruitment items online, to ensure all enrollment opportunities are filled as they occur. Partnering childcare facilities are also actively recruiting children for the program.

Family & Community Engagement

For the Month of November, we had 135 parents that participated in Parent Meetings. Family Advocates are continuing goals with families through the Family Partnership Agreements. The centers continue to invite parents and community members to participate in Parent Ready to Read by having a story time with the children; there were 34 participants, with 1 of them being father figures.

Father Involvement

The dad's day activities for the month of November were various turkey decorating activities, Thanksgiving meals, and turkey table toppers. For the month of November Dad's Day, there were 147 people, which participated in dad's day activities with 68 being father figures. In addition, 23 dads/father figures participated in parent meetings for November. Since the beginning of the 2025-2026 school year, we have had 537 father figures participate in family engagement activities.

Nutrition

In the month of November, the nutrition team has been busy getting ready for our upcoming federal review, in the month of November we have been learning a new software system called kidkare that is a required software through the state of Oklahoma, that we have to participate in since we participate in the CACFP (Child and Adult Care Food Program). We also participated in the health advisory meeting that is held twice a year reporting on children's BMI numbers. We are prepping and getting ready to start our second round of annual kitchen checks.

Health

During the month of December employee physical tracking continued with reminder phone calls/emails. One CPR class was held. We have continued to receive updates for Child Plus

immunizations and Physicals received from centers for entry into Child Plus. Centers were called to remind parents of past due immunization of their child/children. HS centers were updated on requirements regarding physicals, dentals, and immunizations due and/or coming due. To date for head start we have 96% completion of dentals, that is an 7% increase from this time last year. Dental for EHS is 95% completion. Dental for EHSCC is 87% completion. For physicals head start has 98% completion. Physicals for EHS 80% completed. Physicals for EHS-CC 83% completed.

Education

The School Readiness Team met on Wednesday, Dec. 10, 2025. Reports were given by Program Specialists on Family & Community Engagement, ERSEA, Disabilities/Mental Health & School Readiness. Mary Fraser, a representative from the Healing Hearts Counseling Center, discussed the mental health of children and the common behaviors which were observed in the Head Start classrooms. Much of the behavior is typical of what is being reported across the nation. Jordan Mack also updated the group on the postponement of the Focus Area Two observation. It was delayed until further notice. Fourteen people attended.

Professional Development

During the month of December, the Professional Development Specialist scheduled a CPR/First Aid class taught by LIFT CPR Instructors Tori Williams and/or Ronda Spear, where several LIFT employees received or renewed their Adult and Infant CPR and First Aid certifications. An ELCCT class was also scheduled by the Professional Development Specialist in which newly hired LIFT Head Start/Early Head Start employees participated.

The Professional Development Specialist also helped several Head Start/Early Head Start employees apply for and/or renew their Professional Development Ladders and Oklahoma Director's Credentials in December.

The Professional Development Specialist has been busy ensuring that all staff members are on track to meet any education requirements in the proper timeframe. Staff members have been making progress and are on track to be completed within requirement deadlines.

We have been working to ensure all new staff meet requirements for the programs they work for including trainings as well. We strive for excellence and want to make staff as well seasoned and informed as possible.

Disabilities/Mental Health/Transition

We have had a great start to the 2025-2026 school year!

Sooner Start has a new online process for referrals that go directly to the Oklahoma State Department of Education. This has significantly streamlined the referral process and has made a positive impact on referral time. This month, there have been two children from Early Head Start referred. There are three children in the EHS-CC program that have been referred and identified to receive services.

In Head Start, there are twenty-four children that have been referred to the public school for an evaluation to determine eligibility for services. There are eighteen children who are currently receiving services. Speech is the primary service being provided. We have children who are currently still being identified in the referral process.

We have a new mental health consultant firm which is Healing Hearts. We are very excited to work with Dana Nash and her team. They will be heading into classrooms soon to provide observations and follow up activities and resources. Teachers and parents will have the opportunity to visit with the consultant in or out of the classroom. A written report will be completed by the consultant for each classroom with ideas to share with teachers and parents.

Recruitment/Outreach

Community Engagement Activities

During December, our outreach team actively participated in several community events across the region to strengthen awareness of Head Start services and foster connections with families.

- **Family Resource Days (Hugo & Idabel):**

We set up informational booths at Family Resource Days in both Hugo and Idabel. These events provided an excellent opportunity to engage directly with families, share details about our Head Start programs, and distribute applications.

- In **Idabel**, this was particularly impactful as we are working to fill immediate openings in our Early Head Start and Early Head Start Child Care Centers.
- Our team assisted families with the application process and provided guidance on eligibility, ensuring support for some of the most vulnerable populations in our service area.



- **Hugo Christmas Parade:**

We participated in the Hugo Christmas Parade, showcasing our program by decorating a vehicle with Head Start information. This festive event allowed us to increase visibility and connect with the community in a fun, engaging way.



Media & Marketing Efforts

- **Radio Advertising:**

A monthly radio ad was procured and aired, promoting all three programs across each county. This helped reinforce our presence and reach families who may not engage through digital platforms.

- **Social Media Outreach:**

We continued consistent social media activity throughout December, focusing on:

- Classroom highlights and activities
- Upcoming events
- Enrollment information
- Job opportunities within our programs
- Family engagement resources

Facebook Performance Metrics for December:

- Views: 19,800
- Page Visits: 319
- Content Interactions: 186
- New Followers: 10



Planning

This month, we are also beginning preparations for our Head Start February In-Service, which marks the launch of our recruitment efforts for the upcoming school year. As part of this process, we provide each classroom with yard signs to display throughout the communities they serve and distribute recruitment folders to support their outreach activities.

Impact & Outcomes

These combined efforts significantly enhanced community awareness of Head Start services, supported enrollment initiatives, and strengthened relationships with families. Our outreach during December positioned us to better serve children and families in need as we move into the new year.



New to HeadStart.gov in September and November 2025

Wondering what's new from the Office of Head Start? This collection features all of the great content posted to [HeadStart.gov](https://www.headstart.gov) last month. It also includes last month's email announcements and newsletters for Head Start and other early childhood professionals.

Select the links below to find information and tools that support your work with children and families. Use the [Español button](#) on each page to see its Spanish translation.

News from OHS

Make America's Children Healthy Again



The Make America Healthy Again (MAHA) Report and MAHA Strategy discuss a coordinated transformation of our food, health, and scientific systems. This strategic realignment will ensure that all Americans live longer, healthier lives, supported by systems that prioritize prevention, well-being, and resilience.

[Read the Report and Strategy Guide](#)

Grant Amendments



As communities change over time, the needs of families receiving Head Start services also change. Post-award grant amendments include modifications in scope, such as for enrollment conversions and reductions, which give programs flexibility to adapt to changing needs. Visit the new Grant Amendments topic page for more information.

[Find Guidance and Resources](#)

Other OHS News

- [ACF-OHS-IM-25-05 Fiscal Year 2026 Monitoring Process for Head Start Recipients](#)
 - Available in [Spanish \(español\)](#)
- [ACF-OHS-IM-25-06 Addressing Vacant Slots Due to Chronic Absenteeism in Head Start Programs](#)
 - Available in [Spanish \(español\)](#)
- [Fiscal Year \(FY\) 2026 Head Start Monitoring Protocols](#)
- [HHS Expands MAHA to Head Start Adding \\$61.9 Million to Nutrition Services for Children and Families](#)

Training and Technical Assistance Resources

Early Childhood Development, Teaching, and Learning

- [New Child Development Associate \(CDA®\) Course Preparation Series](#) (email)
 - Available in [Spanish \(español\)](#)

Head Start Careers



Early Learning Site Supervisor

Chicago, Illinois

[Get the Details](#)



Family Advocate

Spring Hill, Florida

[Get the Details](#)

Find hundreds of other [Head Start program employment opportunities](#) in the Job Center.

Upcoming Events

- Tuesday, Dec. 9: [New Teacher Office Hours](#)
- Wednesday, Dec. 10: [Home Strategies for Raising Good Readers](#)
- Thursday, Dec. 11: [Preventing Child Health and Safety Incidents Office Hours](#)
- Monday, Dec. 15: [MyPeers Orientation](#)
- Tuesday, Dec. 16
 - [Conversation Guide for Professionals on Substance Use, Children, and Families Training](#)
 - [New Education Manager Office Hours](#)
 - [New Health Manager Orientation Office Hours](#)
- Wednesday, Dec. 17
 - [New Disabilities Services Coordinators Office Hours](#)
 - [Emergency Preparedness Institute](#)
- Thursday, Dec. 18
 - [Preventing Child Health and Safety Incidents Office Hours](#)
 - [Foundations of Family Engagement and Building Partnerships with Families](#)
- Monday, Dec. 22: [Infant and Early Childhood Mental Health Consultation National Office Hours](#)

Visit [HeadStart.gov](https://headstart.gov) for a full list of [upcoming events](#).

[Join the Conversation on MyPeers](#)

Sign up in just seconds to connect with Head Start and early childhood colleagues around the country on this and other topics. Community members are already networking, sharing, and learning from each other.

Did Someone Forward You This Email?

[Subscribe now for the latest Head Start updates.](#)

Stay connected! Follow the Office of Head Start on [X](#), [Facebook](#), and [Instagram](#). Visit the [Family Room blog](#) to learn more about the activities of the Administration for Children and Families (ACF).



The Office of Head Start (OHS) supports children's growth from birth to age 5 through services focused on early learning and development, health, and family well-being.

 Visit [Headstart.gov](https://headstart.gov)

Follow the Office of Head Start



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Office of Head Start (OHS) | 330 C Street, SW | 4th Floor Mary E. Switzer Building | Washington, DC 20201 | <https://headstart.gov> | 866-763-6481 | [Contact Us](#)

You are receiving this email because you are subscribed for Office of Head Start communications. To modify your preferences, [update your email subscriptions](#). If you subscribed via the Head Start Enterprise System (HSES), please contact your program or office for assistance with removal. **Please do not reply to this email.** For additional support, [contact customer service](#).

November 2025 HEAD START TIME & ATTENDANCE REPORT

As of 11/30/25	ENROLLED			DROPPED									ATTENDANCE
CENTER	Previously Enrolled	Monthly Enrolled	YTD Enrolled	Previously Drop	Monthly Drop	YTD Drop	Currently Enrolled	30 Day Count	Date Dropped	Total Enrollment	AI	Kid Days	Monthly ADA
Antlers	12	2	14	2		2	12	0		12	1	11	89.3%
Boswell 1	13	2	15			0	15	0		15	4	12	87.4%
Boswell 2	13	1	14			0	14	0		14	7	12	92.4%
Broken Bow	16	1	17	2		2	15	0		15	1	13	87.6%
Forest Grove 1	11		11	2		2	9	0		9	4	12	91.7%
Forest Grove 2	14		14			0	14	0		14	8	12	85.1%
Fort Towson	11		11			0	11	0		11	5	12	96.2%
Horace Mann 1	18		18	3	1	4	14	1	11/12/2025	15	3	12	81.7%
Horace Mann 2	17		17	2		2	15	0		15	2	12	90.0%
Horace Mann 3	15	1	16	2		2	14	0		14		12	94.9%
Hugo 2	17		17	4		4	13	0		13	1	12	83.3%
Hugo 4	15		15	2		2	13	0		13	1	12	85.9%
Idabel 1	11	1	12			0	12	0		12	1	14	90.3%
Idabel 2	18	1	19	5		5	14	0		14		14	92.5%
Idabel 3	15	1	16	1	1	2	14	1	11/28/2025	15		14	84.8%
Rattan	14		14	3		3	11	0		11	3	12	97.7%
Soper 1	8		8			0	8	0		8	4	12	84.4%
Soper 2	16		16		1	1	15	1	11/20/2025	16	8	12	89.6%
TOTALS	254	10	264	28	3	31	233	3		236	53		89.0%

November 2025 Pre-K TIME & ATTENDANCE REPORT

As of 11/30/25	ENROLLED			DROPPED					ATTENDANCE
CENTER	Previously Enrolled	Monthly Enrolled	YTD Enrolled	Previously Drop	Monthly Drop	YTD Drop	Currently Enrolled	Kid Days	Monthly ADA
Antlers 2			0			0	0		
Battiest			0			0	0		
Boswell 1			0			0	0		
Boswell 2			0			0	0		
Broken Bow 3			0			0	0		
Clayton 2			0			0	0		
Forest Grove 1	1		1			0	1	12	100.0%
Fort Towson			0			0	0		
Horace Mann 2			0			0	0		
Hugo 2			0			0	0		
Hugo 4			0			0	0		
Rattan 2			0			0	0		
Rattan 3			0			0	0		
Soper 2	4		4			0	4	12	79.2%
TOTALS	5	0	5	0	0	0	5		83.3%

November 2025 EHS Time and Attendance												
As of 11/30/25	ENROLLED			DROPPED								ATTENDANCE
CENTER	Previously Enrolled	Monthly Enrolled	YTD Enrolled	Previously Dropped	Monthly Drop	YTD Drop	Currently Enrolled	AI	30 Day Count	Date Dropped	Kid Days	Monthly ADA
Antlers	28	2	30	4	4	8	22	2	4	11/18/2025	16	86.2%
Hugo	14	2	16	3	1	4	12	1	1	11/5/2025	16	88.0%
Idabel	16	2	18	7		7	11	1	0		16	82.5%
TOTALS	58	6	64	14	5	19	45	4	5			85.8%

November 2025 EHS-CC Time and Attendance												
As of 11/30/25	ENROLLED			DROPPED								ATTENDANCE
CENTER	Previously Enrolled	Monthly Enrolled	YTD Enrolled	Previously Dropped	Monthly Drop	YTD Drop	Currently Enrolled	AI	30 Day Count	Date Dropped	Kid Days	Monthly ADA
ELC-Antlers	8	1	9		1	1	8	1	1	11/21/2025	16	93.8%
ELC-Broken Bow	11	2	13	4	1	5	8		1	11/14/2025	16	82.6%
ELC-Hugo	10	1	11	2	1	3	8		1	11/5/2025	16	74.6%
ELC-Idabel	23		23	8		8	15	1	0		16	71.3%
Cabbage Patch	36	2	38	12	4	16	22	3	4	11/25/2025	18	90.0%
The LearningTree	48		48	13	2	15	33	5	2	11/26/2025	18	86.1%
TOTALS	136	6	142	39	9	48	94	10	9			84.5%

One of the "drops" is a transfer

Actual number of dropped is 8

MEALS SERVED TO CHILDREN IN HEAD START & EARLY HEAD START 12 Month Summary Report

Children that eat 2 meals and a snack at Head Start/ Early Head Start receives
1/2 to 2/3 of their daily nutritional needs.

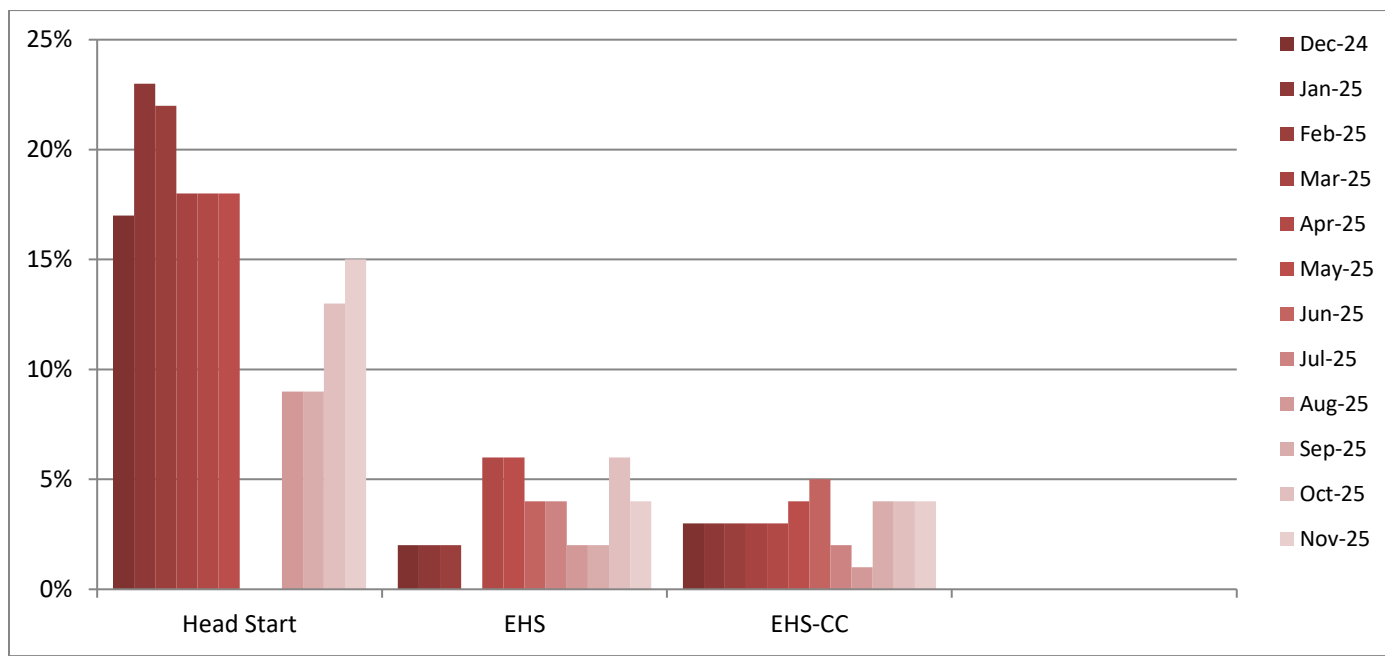
Month	Breakfast	Lunch	Snack	Monthly Total
December-24	2296	2270	2796	7362
January-25	2207	2195	2809	7211
February-25	2307	2293	2928	7528
March-25	2182	2185	2943	7310
April-25	2590	2797	3804	9191
May-25	1749	1730	1877	5356
June-25	558	577	522	1657
July-25	758	806	741	2305
August-25	2277	2317	2738	7332
September-25	2937	3003	3570	9510
October-25	3108	3165	6748	13021
November-25	2239	2284	2645	7168
December-25	2454	2483	2773	7710
YEARLY TOTALS	27662	28105	36894	92661

Data Analysis Report Summary

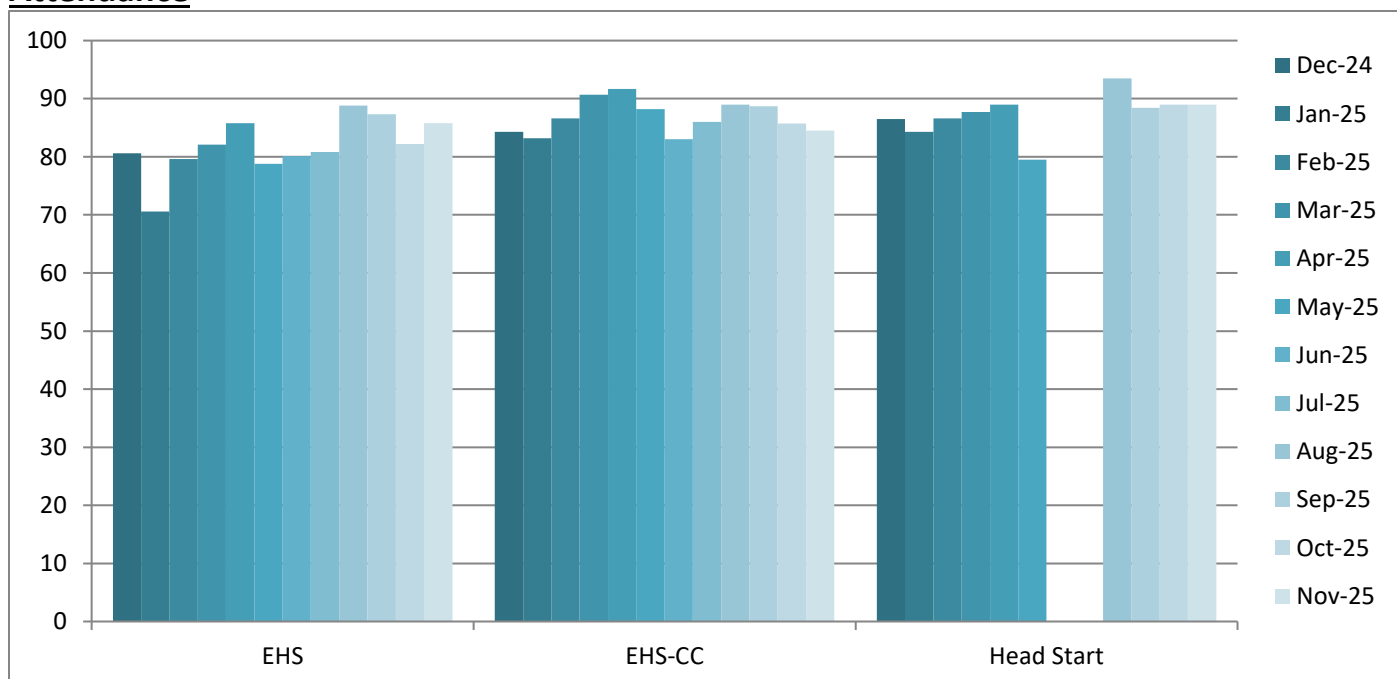
December 2025

Disabilities

IEP/IFSP –

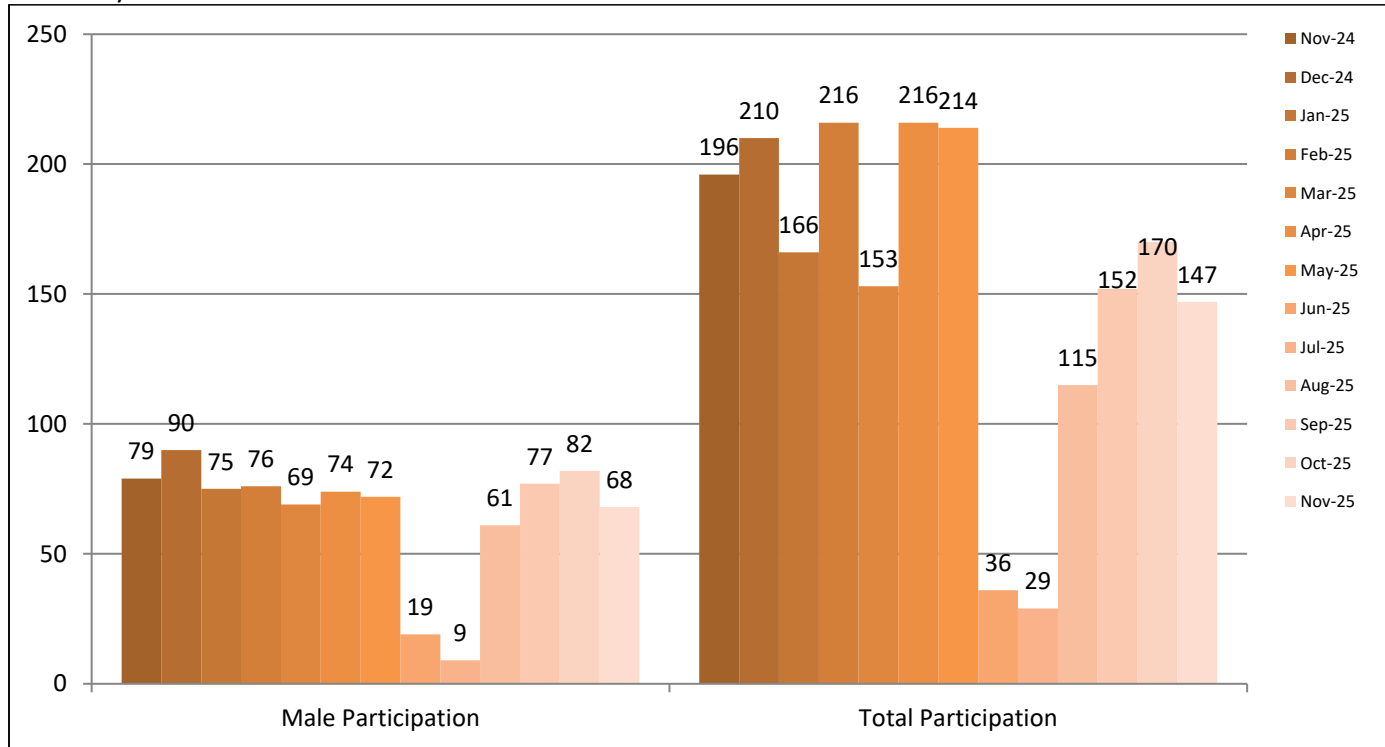


Attendance

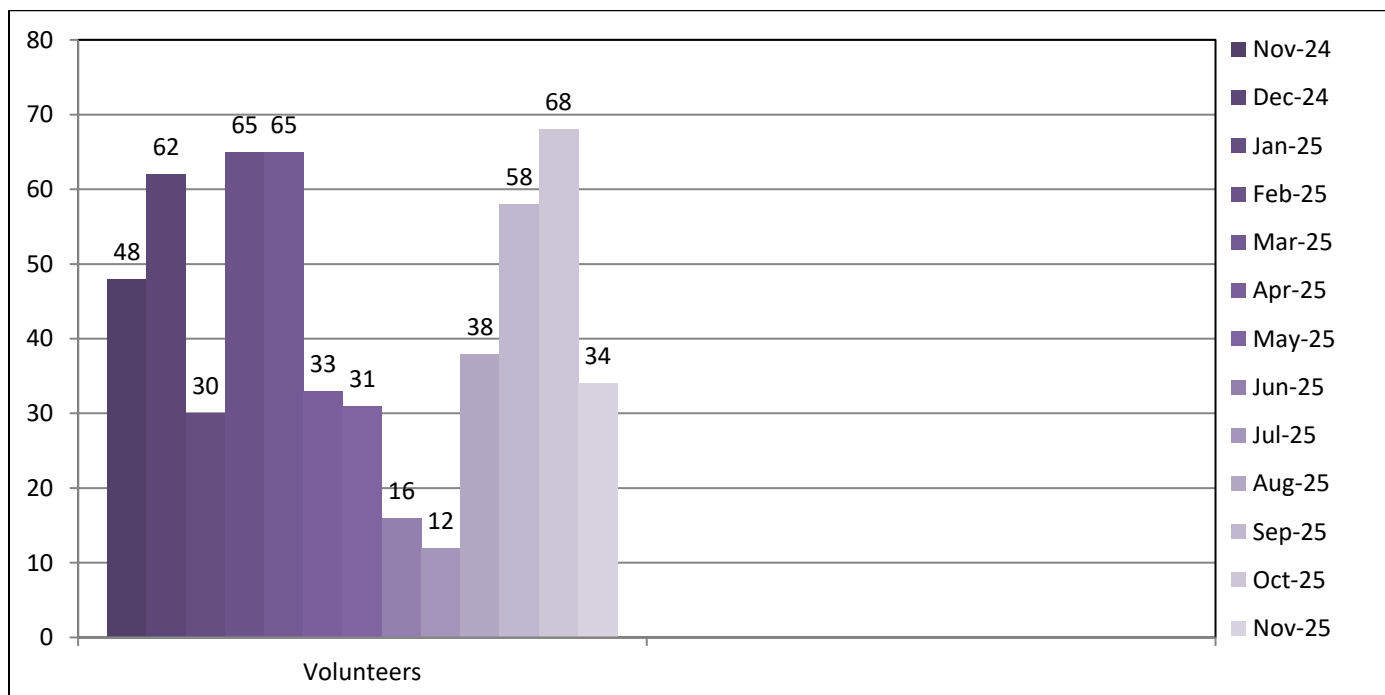


Family & Community Engagement

Dad's Day



Parents Ready to Read





ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | headstart.gov

From: OHS Monitoring Support (HSReviewScheduling@ManhattanStrategy.com)

Grant Number: 06CH012393

Grantee Name: Lift Community Action Agency, Inc.

December 11, 2025

Dear Grant Recipient,

Earlier this summer, your agency received a letter with the names of two updated monitoring review types for FY26. Since then, based on feedback from the Head Start community, OHS has refined the naming to ensure it remains consistent, clear, and familiar to recipients.

To reduce burden, and provide stability, OHS is building on the current review structure. Beginning in FY26 the review names will be:

- Focus Area 1: Program Systems Review (FA1)
- Focus Area 2: Comprehensive Services Review (FA2)

While the names differ, OHS is hoping that the name additions are more transparent on what to expect from the reviews themselves. OHS is looking forward to the continued partnership, and the increased efficiency with the reduced burden on these review events.

A Focus Area 2: Comprehensive Services Review (FA2) will be conducted for your program Lift Community Action Agency, Inc. during the week of 1/26/2026. Please note: Review dates are firm, and the OHS will not authorize date changes.

Pre-Review Preparation:

All grant recipients must complete the following tasks no later than 14 days prior to your review event:

- Update contact information for program leadership in the Head Start Enterprise System (HSES).
- Update information pertinent to center and classroom operations, including the status (open/closed) of all classrooms and centers (In HSES under the Programs/ Facilities tab).
- Upload the following documents into HSES (under Documents/Pre Review documents):
 - Most recent audit
 - Most recent annual SF-425 and SF-429A submissions
 - Subrecipient/delegate contracts
 - Detailed general ledger from the most recently completed program year (inclusive of all Federal Head Start grants being reviewed)
 - Fiscal policies and procedures
 - Program Enrollment Roster (without personal identifiable information), which will be used for Eligibility File Sampling. Instructions for submitting the Program Enrollment Roster are attached.

Pre-Review Planning Call:

Your assigned Review Lead will be in contact with you soon to schedule a pre-review planning call. During this call, they will share information about organizing and conducting the FA2 review, related forms and communication, and the responsibilities shared by both the grant recipient and the Review Lead. During this pre-review planning call, you will have an opportunity to share the service delivery options your program is currently providing and discuss specific details of the review event. Please plan to include your program's Head Start/Early Head Start director and fiscal officer on this call.

Your program should be prepared to discuss the following items during your pre-review planning call:

- Details around the service delivery for each Head Start grant, including fiscal details:
- Grant numbers
- Current enrollment
- Funding sources
- Facilities with Federal interest
- Staff and staff turnover data:
- Total number of teachers (HS and EHS)
- Current number of teacher vacancies (HS and EHS)
- Number of teacher positions that turned over in the previous 12 months (HS and EHS)
- Total number of managers and directors
- Current number of manager and program leadership vacancies
- Number of program leadership positions that turned over in the previous 12 months

On-site Preparation:

Examples of documentation that may be requested by the Review Team during your review event include:

- Detailed General Ledger from the most recently completed and current program year (inclusive of all Federal Head Start grants being reviewed) and detail of fiscal transactions
- Eligibility Files and Supporting Documentation
- Completed Criminal Records Check Tracking Sheet (see attached)
- Completed Staff Qualifications Tracking Form (see attached)
- Program Policies and Procedures, including Standards of Conduct
- Examples of data used to demonstrate program performance and compliance (e.g., eligibility, child health determination, child assessment, staff professional development, family partnership data etc.)

Please note the list above is not exhaustive; the Review Team will ask for additional documentation during the review week. It is preferred that all documents requested are provided in the English language.

Additional information about the Federal monitoring process, resources, and tools for grant recipients can be found on Headstart.gov at <https://headstart.gov/federal-monitoring>.

Sincerely,

OHS Monitoring Scheduling Team



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | headstart.gov

From: OHS Monitoring Support (HSReviewScheduling@ManhattanStrategy.com)

Grant Number: 06HP000581

Grantee Name: Lift Community Action Agency, Inc.

December 11, 2025

Dear Grant Recipient,

Earlier this summer, your agency received a letter with the names of two updated monitoring review types for FY26. Since then, based on feedback from the Head Start community, OHS has refined the naming to ensure it remains consistent, clear, and familiar to recipients.

To reduce burden, and provide stability, OHS is building on the current review structure. Beginning in FY26 the review names will be:

- Focus Area 1: Program Systems Review (FA1)
- Focus Area 2: Comprehensive Services Review (FA2)

While the names differ, OHS is hoping that the name additions are more transparent on what to expect from the reviews themselves. OHS is looking forward to the continued partnership, and the increased efficiency with the reduced burden on these review events.

A Focus Area 2: Comprehensive Services Review (FA2) will be conducted for your program Lift Community Action Agency, Inc. during the week of 1/26/2026. Please note: Review dates are firm, and the OHS will not authorize date changes.

Pre-Review Preparation:

All grant recipients must complete the following tasks no later than 14 days prior to your review event:

- Update contact information for program leadership in the Head Start Enterprise System (HSES).
- Update information pertinent to center and classroom operations, including the status (open/closed) of all classrooms and centers (In HSES under the Programs/ Facilities tab).
- Upload the following documents into HSES (under Documents/Pre Review documents):
 - Most recent audit
 - Most recent annual SF-425 and SF-429A submissions
 - Subrecipient/delegate contracts
 - Detailed general ledger from the most recently completed program year (inclusive of all Federal Head Start grants being reviewed)
 - Fiscal policies and procedures
 - Program Enrollment Roster (without personal identifiable information), which will be used for Eligibility File Sampling. Instructions for submitting the Program Enrollment Roster are attached.

Pre-Review Planning Call:

Your assigned Review Lead will be in contact with you soon to schedule a pre-review planning call. During this call, they will share information about organizing and conducting the FA2 review, related forms and communication, and the responsibilities shared by both the grant recipient and the Review Lead. During this pre-review planning call, you will have an opportunity to share the service delivery options your program is currently providing and discuss specific details of the review event. Please plan to include your program's Head Start/Early Head Start director and fiscal officer on this call.

Your program should be prepared to discuss the following items during your pre-review planning call:

- Details around the service delivery for each Head Start grant, including fiscal details:
- Grant numbers
- Current enrollment
- Funding sources
- Facilities with Federal interest
- Staff and staff turnover data:
- Total number of teachers (HS and EHS)
- Current number of teacher vacancies (HS and EHS)
- Number of teacher positions that turned over in the previous 12 months (HS and EHS)
- Total number of managers and directors
- Current number of manager and program leadership vacancies
- Number of program leadership positions that turned over in the previous 12 months

On-site Preparation:

Examples of documentation that may be requested by the Review Team during your review event include:

- Detailed General Ledger from the most recently completed and current program year (inclusive of all Federal Head Start grants being reviewed) and detail of fiscal transactions
- Eligibility Files and Supporting Documentation
- Completed Criminal Records Check Tracking Sheet (see attached)
- Completed Staff Qualifications Tracking Form (see attached)
- Program Policies and Procedures, including Standards of Conduct
- Examples of data used to demonstrate program performance and compliance (e.g., eligibility, child health determination, child assessment, staff professional development, family partnership data etc.)

Please note the list above is not exhaustive; the Review Team will ask for additional documentation during the review week. It is preferred that all documents requested are provided in the English language.

Additional information about the Federal monitoring process, resources, and tools for grant recipients can be found on Headstart.gov at <https://headstart.gov/federal-monitoring>.

Sincerely,

OHS Monitoring Scheduling Team



ADMINISTRATION FOR
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Office of Head Start | headstart.gov

December 19, 2025

Mr. William Smith, Governing Board Chairman
Lift Community Action Agency, Inc.
1005 S 5th St
Hugo, OK 74743-8013

Re: Grant No. 06CH012393

Dear Mr. Smith,

This letter serves as formal recognition from the Office of Head Start (OHS) of Lift Community Action Agency, Inc.'s satisfactory completion of the underenrollment plan. Lift Community Action Agency, Inc. has achieved and maintained at least 97% enrollment in Head Start for six consecutive months following the conclusion of the 12-month period, which concluded on June 10, 2024.

Section 641A(h)(3) of the Head Start Act requires OHS to determine which Head Start agencies have operated with an actual enrollment that is less than full funded enrollment for at least four consecutive months. OHS is also required to collaborate with such agencies on the development of a plan and timetable for reducing or eliminating underenrollment.

Lift Community Action Agency, Inc. met the criteria listed in the Head Start Act and successfully implemented a plan to reduce underenrollment over the 12-month period as described in Section 641A(h)(4).

Achieving and maintaining full enrollment took significant work and effort and we congratulate you on this important accomplishment.

Sincerely,

Office of Head Start

ATTACHMENT A

Sec. 641A Standards; Monitoring of Head Start Agencies and Programs

...

(h) Reduction of Grants and Redistribution of Funds in Cases of Underenrollment-

(1) DEFINITIONS- In this subsection:

(A) ACTUAL ENROLLMENT- The term actual enrollment' means, with respect to the program of a Head Start agency, the actual number of children enrolled in such program and reported by the agency (as required in paragraph (2)) in a given month.

(B) BASE GRANT- The term base grant' has the meaning given the term in section 640(a)(7).

(C) FUNDED ENROLLMENT- The term funded enrollment' means, with respect to the program of a Head Start agency in a fiscal year, the number of children that the agency is funded to serve through a grant for the program during such fiscal year, as indicated in the grant agreement.

(2) ENROLLMENT REPORTING REQUIREMENT- Each entity carrying out a Head Start program shall report on a monthly basis to the Secretary and the relevant Head Start agency

(A) the actual enrollment in such program; and

(B) if such actual enrollment is less than the funded enrollment, any apparent reason for such enrollment shortfall.

(3) SECRETARIAL REVIEW AND PLAN- The Secretary shall

(A) on a semiannual basis, determine which Head Start agencies are operating with an actual enrollment that is less than the funded enrollment based on not less than four consecutive months of data;

(B) for each such Head Start agency operating a program with an actual enrollment that is less than its funded enrollment, as determined under subparagraph (A), develop, in collaboration with such agency, a plan and timetable for reducing or eliminating underenrollment taking into consideration--

(i) the quality and extent of the outreach, recruitment, and communitywide strategic planning and needs assessment conducted by such agency;

(ii) changing demographics, mobility of populations, and the identification of new underserved low-income populations;

(iii) facilities-related issues that may impact enrollment;

(iv) the ability to provide full-working-day programs, where needed, through funds made available under this subchapter or through collaboration with entities carrying out other early childhood education and development programs, or programs with other funding sources (where available);

(v) the availability and use by families of other early childhood education and development options in the community served; and

(vi) agency management procedures that may impact enrollment; and

(C) provide timely and ongoing technical assistance to each agency described in subparagraph (B) for the purpose of assisting the Head Start agency to implement the plan described in such subparagraph.

(4) IMPLEMENTATION- Upon receipt of the technical assistance described in paragraph (3)(C), a Head Start agency shall immediately implement the plan described in paragraph (3)(B). The Secretary shall, where determined appropriate, continue to provide technical assistance to such agency.

(5) SECRETARIAL REVIEW AND ADJUSTMENT FOR CHRONIC UNDERENROLLMENT-

(A) IN GENERAL- If, after receiving technical assistance and developing and implementing the plan as described in paragraphs (3) and (4) for 12 months, a Head Start agency is operating a program with an actual enrollment that is less than 97% of its funded enrollment, the Secretary may--

(i) designate such agency as chronically underenrolled; and

(ii) recapture, withhold, or reduce the base grant for the program by a percentage equal to the percentage difference between funded enrollment and actual enrollment for the program for the most recent year for which the agency is determined to be underenrolled under paragraph (3)(A).

(B) WAIVER OR LIMITATION OF REDUCTIONS- The Secretary may, as appropriate, waive or reduce the percentage recapturing, withholding, or reduction otherwise required by subparagraph (A), if, after the implementation of the plan described in paragraph (3)(B), the Secretary finds that--

(i) the causes of the enrollment shortfall, or a portion of the shortfall, are related to the agency's serving significant numbers of highly mobile children, or are other significant causes as determined by the Secretary;

(ii) the shortfall can reasonably be expected to be temporary; or

(iii) the number of slots allotted to the agency is small enough that underenrollment does not create a significant shortfall.

(6) REDISTRIBUTION OF FUNDS-

(A) IN GENERAL- Funds held by the Secretary as a result of recapturing, withholding, or reducing a base grant in a fiscal year shall be redistributed by the end of the following fiscal year as follows:

(i) INDIAN HEAD START PROGRAMS- If such funds are derived from an Indian Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in one or more Indian Head Start programs.

(ii) MIGRANT AND SEASONAL HEAD START PROGRAMS- If such funds are derived from a migrant or seasonal Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in one or more programs of the type from which such funds are derived.

(iii) EARLY HEAD START PROGRAMS- If such funds are derived from an Early Head Start program in a State, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Early Head Start programs in that State. If such funds are derived from an Indian Early Head Start program, then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in one or more Indian Early Head Start programs.

(iv) OTHER HEAD START PROGRAMS- If such funds are derived from a Head Start program in a State (excluding programs described in clauses (i) through (iii)), then such funds shall be redistributed to increase enrollment by the end of the following fiscal year in 1 or more Head Start programs (excluding programs described in clauses (i) through (iii)) that are carried out in such State.

(B) ADJUSTMENT TO FUNDED ENROLLMENT- The Secretary shall adjust as necessary the requirements relating to funded enrollment indicated in the grant agreement of a Head Start agency receiving redistributed funds under this paragraph.



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Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | headstart.gov

January 7, 2026

Darla Galyon, Head Start Director
Lift Community Action Agency, Inc.

Re: Grant No.: 06CH012393

Dear Grant Recipient,

In Fiscal Year 2026 (FY26), the Office of Head Start (OHS) will use video recordings to conduct Classroom Assessment Scoring System (CLASS®) reviews. This method of conducting reviews was field tested in FY23 via a pilot comparison study conducted by the OHS in partnership with Teachstone®. Your program, Lift Community Action Agency, Inc., has been scheduled for an FY26 CLASS® Video review.

Your review will include a planning call, training, and support. You will then have between **02/23/2026 and 04/10/2026** to upload videos of the sampled classrooms. Please note that review dates can only be changed due to extreme emergencies and must be approved by the OHS.

At the conclusion of your review, the OHS will provide a review report that will include CLASS® scores. FY26 CLASS® scores will be used by the OHS for Designated Renewal System (DRS) determinations. Scores will also be used to help the OHS understand the current experiences of children in Head Start classrooms as a quality improvement opportunity and to offer training and technical assistance supports that build on existing program efforts to enhance professional development and teacher-child interactions.

A brief overview of major activities and a general timeline is provided below for your reference.

Pre-review Activities 01/12/2026 - 01/23/2026	Review Period 02/23/2026 - 05/08/2026	Final Report
--	--	--------------

Grant Recipient participates in planning call and training related to video technology requirements, capturing quality video, and video submission procedures.	Grant Recipient collects video from all classrooms identified on their Sample and uploads videos electronically into designated platform. CLASS® certified reviewers code videos.	After the conclusion of the review, a report with program-level CLASS® scores will be sent to the Grant Recipient.
--	---	--

In preparation for the planning call discussions, the OHS requests that all programs receiving a CLASS® Video Review perform the following tasks:

- Upload current daily classroom schedules to the Head Start Enterprise System (HSES) (under Documents/Pre Review documents).
- Update information pertinent to center and classroom operations, including the status (opened/closed) of all centers and classrooms (In HSES under the Programs/ Facilities tab).
- Update contact information for program leadership in HSES.

Your assigned Review Lead, Dionne Ray, will be in contact with you shortly to schedule a planning call. During this call, she will share information about organizing and conducting a video review, forms and communication, and the responsibilities shared by both the recipient and the Review Lead.

Additional information about the CLASS® monitoring process, resources, and tools can be found on [HeadStart.gov](https://www.headstart.gov).

Sincerely,

OHS Monitoring Scheduling Team



HUGO, IDABEL AND ANTLERS SERVICE UNITS: RED KETTLE CAMPAIGN 2025

The iconic Salvation Army Red Kettle Campaign began in 1891 by Captain Joseph McFee, a Salvation Army officer who was looking for a way to cover the cost of the community Christmas meal. Recalling his days as a sailor in Liverpool, England, he recreated the “Simpson’s Pot”, an iron pot where charitable donations were placed by passersby. Captain McFee placed a similar pot at the Oakland Ferry Landing, at the foot of Market Street where it could be seen by all those going to and from the ferry boats. By 1895 the ‘kettle’ was used by 30 locations along the west coast and by 1897 the campaign was making its mark in east. That year, the kettle effort in Boston and other locations nationwide resulted in 150,000 Christmas dinners for the needy. The tradition continues still today. Sharing your donation at Christmastime helps The Salvation Army care for homeless and needy families, but also helps serve 30 million people through a myriad of other services all year long.

The Antlers, Hugo and Idabel Service Units of the Salvation Army wrapped up their 2025 Red Kettle campaigns around mid-December. Bell ringers volunteered their time in 1 hours shifts at locations including WalMart Supercenters in Hugo and Idabel and Pruett’s Food in Antlers, Oklahoma.

The local Salvation Army Boards appreciate all who volunteered to ring the bell to raise funds to help families with low-incomes. All donations dropped in the kettles will be used to assist residents of Choctaw, McCurtain or Pushmataha Counties. LIFT CAA organizes the Salvation Army Red Kettle Campaign activities for the Antlers, Hugo and Idabel service units in order to assist families in need. While the International Salvation Army provides a multitude of services for poverty-stricken individuals and families, the local Salvation Army Service Units have primarily provided utility assistance for families in emergency situations.

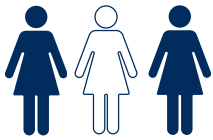
ANTLERS
\$592.70

HUGO
\$1,759.80

IDABEL
\$1,094.83

STALKING IN THE UNITED STATES

1 IN 3
WOMEN



1 IN 6
MEN



&

EXPERIENCE STALKING AT SOME
POINT IN THEIR LIFETIMES

1 MOST COMMON STALKING TACTICS EXPERIENCED BY VICTIMS:¹

75%



UNWANTED PHONE CALLS

APPROACHED/SHOWED UP



57%

57%



TEXTS, EMAILS, MESSAGES

FOLLOWED & WATCHED



52%

26%



SENT GIFTS, CARDS, LETTERS

Most stalkers use multiple tactics.³

72% OF STALKING
VICTIMS WERE
THREATENED WITH
**PHYSICAL
HARM**



84% OF STALKING
VICTIMS FELT
FEARFUL
THREATENED, OR
CONCERNED FOR
SAFETY

11% OF
STALKING
CASES LAST **5**
YEARS



1 in 5 stalkers³
use **WEAPONS**
to threaten or harm their victims

1 in 7 stalking victims
RELOCATE



APPROX. 13.5 MILLION PEOPLE¹
ARE STALKED IN A 1-YEAR PERIOD

WHO ARE STALKERS?¹

42%

ACQUAINTANCES

40%

INTIMATE PARTNERS
(CURRENT OR FORMER)

19%

STRANGERS

8%

BRIEF ENCOUNTERS

8%

FAMILY MEMBERS

4%

PERSONS OF AUTHORITY



1 IN 3 STALKERS³
HAVE STALKED BEFORE

Citations
1. Smith, S.G., Basile, K.C., & Kresnow, M. (2022). The National Intimate Partner and Sexual Violence Survey (NISVS): 2016/2017 Report on Stalking. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.
2. Baum, K., Catalano, S., & Rand, M. (2009). Stalking Victimization in the United States. Washington, DC: Bureau of Justice Statistics.
3. Mohandie, K., Meloy, J.R., McGowan, M.G., & Williams, J. (2006). The RECON Typology of Stalking: Reliability and Validity Based upon a Large Sample of North American Stalkers. Journal of Forensic Sciences, 51(1): 147-155.

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SPARC
STALKING AWARENESS, AWARENESS, AND RESOURCE CENTER
STALKINGAWARENESS.ORG

STALKING FACT SHEET



WHAT IS STALKING?

While legal definitions of stalking vary between jurisdictions, a good working definition of stalking is: *a pattern of behavior directed at a specific person that would cause a reasonable person to fear for their safety or the safety of others, or suffer substantial emotional distress.*

STALKING VICTIMIZATION

- An estimated 13.5 million people are stalked in a one-year period in the United States.^A
- Nearly 1 in 3 women and 1 in 6 men have experienced stalking victimization at some point in their lifetime.^B
- More than half of all victims of stalking indicated that they were stalked before the age of 25, and nearly 1 in 4 were stalked before the age of 18.^C
- The vast majority of stalking victims are stalked by someone they know:^D
 - 40% by a current/former intimate partner,
 - 42% by an acquaintance.
- 69% of female and 80% of male stalking victims were threatened with physical harm.^E
- People aged 18-24 experience the highest rate of stalking victimization (among adults).^F
- Stalkers use many tactics, including:^G
 - Making unwanted phone calls.
 - Approaching the victim or showing up in places when the victim does not want them to.
 - Following and watching the victim.
 - Sending unwanted texts, photos, emails, and messages through social media.
 - Sending unwanted gifts.
 - Using technology to monitor, track, and/or spy on the victim.
- Almost half of stalking victims experience at least one unwanted contact per week.^H
- 11% of stalking victims have been stalked for 5 years or more.^I
- More than twice as many victims are stalked with technology than without.^J

IMPACT OF STALKING ON VICTIMS

- 46% of stalking victims fear not knowing what will happen next.^K
- 29% of stalking victims fear it will never stop.^L
- 1 in 8 employed stalking victims lose time from work as a result of their victimization and more than half lose 5 days of work or more.^M
- 1 in 7 stalking victims move as a result of their victimization.^N
- Stalking victims suffer much higher rates of depression, anxiety, insomnia, and social dysfunction than people in the general population.^O

STALKING OFFENDERS^P

- 2 in 3 of stalkers pursue their victims at least once per week, many daily, using more than one method.
- 78% of stalkers use more than one tactic.
- Weapons are used to harm or threaten victims in 1 out of 5 cases.
- Almost 1 in 3 of stalkers have stalked before.
- Intimate partner stalkers are the most likely stalkers to approach, threaten, and harm their victims.

STALKING LAWS

- Stalking is a crime under the laws of the 50 states, District of Columbia, U.S. Territories, and Federal government.
- Fewer than 1/3 of states classify stalking as a felony in all circumstances, including on the first offense.
- More than 1/2 of states classify stalking as a felony upon the second or subsequent offense, or when the crime involves aggravating factors.
- Aggravating factors may include: possession of a deadly weapon, violation of a court order or condition of probation/parole, victim under 16 years, or same victim as prior occasions.

STALKING FACT SHEET

Citations

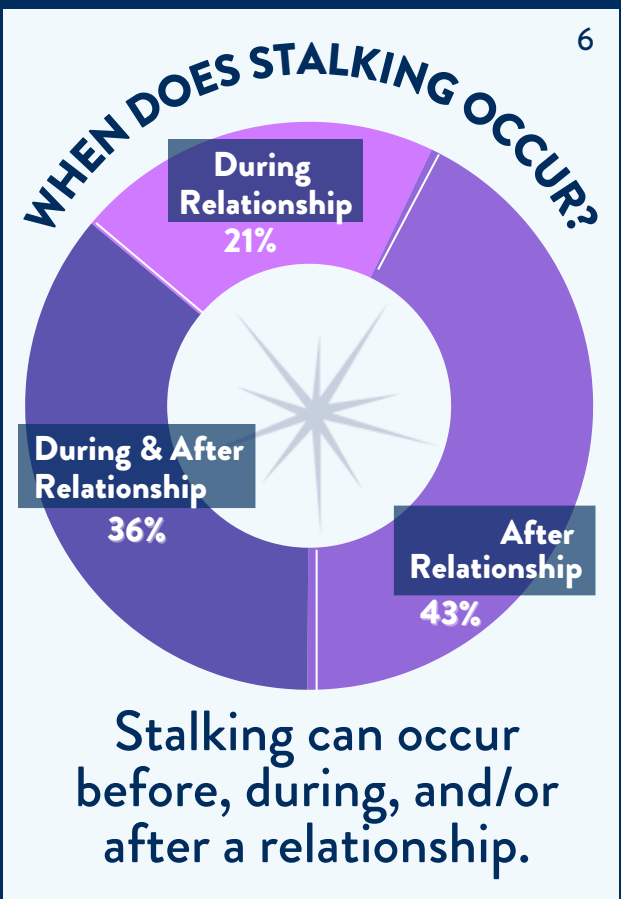
- ^A Smith, S.G., Basile, K.C., & Kresnow, M. (2022). The National Intimate Partner and Sexual Violence Survey (NISVS): 2016/2017 Report on Stalking. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease control and Prevention.
- ^B Ibid.
- ^C Ibid.
- ^D Ibid.
- ^E Ibid.
- ^F Catalano, S., Smith, E., Snyder, H. & Rand, M. (2009). Bureau of Justice Statistics selected findings: Female victims of violence. Retrieved from <http://www.bjs.gov/content/pub/pdf/fvv.pdf>.
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- ^H Baum, K., Catalano, S., & Rand, M. (2009). Stalking Victimization in the United States. Washington, DC: Bureau of Justice Statistics.
- ^I Ibid.
- ^J Truman, J.L., & Morgan, R.E. (2021). Stalking Victimization, 2016. Washington, DC: US DOJ, Bureau of Justice Statistics, Special Report.
- ^K Baum, K., Catalano, S., & Rand, M. (2009). Stalking Victimization in the United States. Washington, DC: Bureau of Justice Statistics.
- ^L Ibid.
- ^M Ibid.
- ^N Ibid.
- ^O Blaauw, E., Arensman, E., Winkel, F.W., Freeve, A., & Sheridan, L. (2002). The Toll of Stalking. *Journal of Interpersonal Violence* 17(1): 50-63.
- ^P Mohandie, K., Meloy, J.R., McGowan, M.G., & Williams, J. (2006). The RECON Typology of Stalking: Reliability and Validity Based upon a Large Sample of North American Stalkers. *Journal of Forensic Sciences*, 51(1): 147-155.

STALKING & DOMESTIC VIOLENCE

All stalkers can be dangerous. On average, intimate partner stalkers pose the greatest threats to their victims.

85% of attempted **76%** of completed **INTIMATE PARTNER FEMICIDES** were preceded by **stalking** in the prior year ¹

2  **YEARS** is the average duration of intimate partner stalking. ²



43% of female **32%** of male **STALKING VICTIMS ARE TARGETED** by (current or former) **INTIMATE PARTNERS** ³

Victims of intimate partner stalking have **MORE SEPARATION ATTEMPTS** than victims of intimate partner violence alone. ⁴



BOTH STALKING³ & INTIMATE PARTNER VIOLENCE⁵ ARE PREVALENT


1 in 3 women


2 in 5 women


1 in 6 men


1 in 4 men

experience stalking in their lifetimes

are impacted by intimate partner violence in their lifetimes
(stalking, sexual, and/or physical violence)

Citations

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3 Smith, S.G., Basile, K.C., & Kresnow, M. (2022). *The National Intimate Partner and Sexual Violence Survey (NISVS): 2016/2017 Report on Stalking*. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.

4 Sheridan, L. & Davies, G.M. (2006). Violence and the Prior Victim-Stalker Relationship. *Criminal Behaviour and Mental Health* 11(2): 102-116.

5 Leemis, R.W., Friar, N., Khatiwada, S., Chem, M.S., Kesnow, M., Smith, S.G., Caslin, S., & Basile, K.C. (2022). *The National Intimate Partner and Sexual Violence Survey (NISVS): 2016/2017 Report on Intimate Partner, Violence*. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.

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