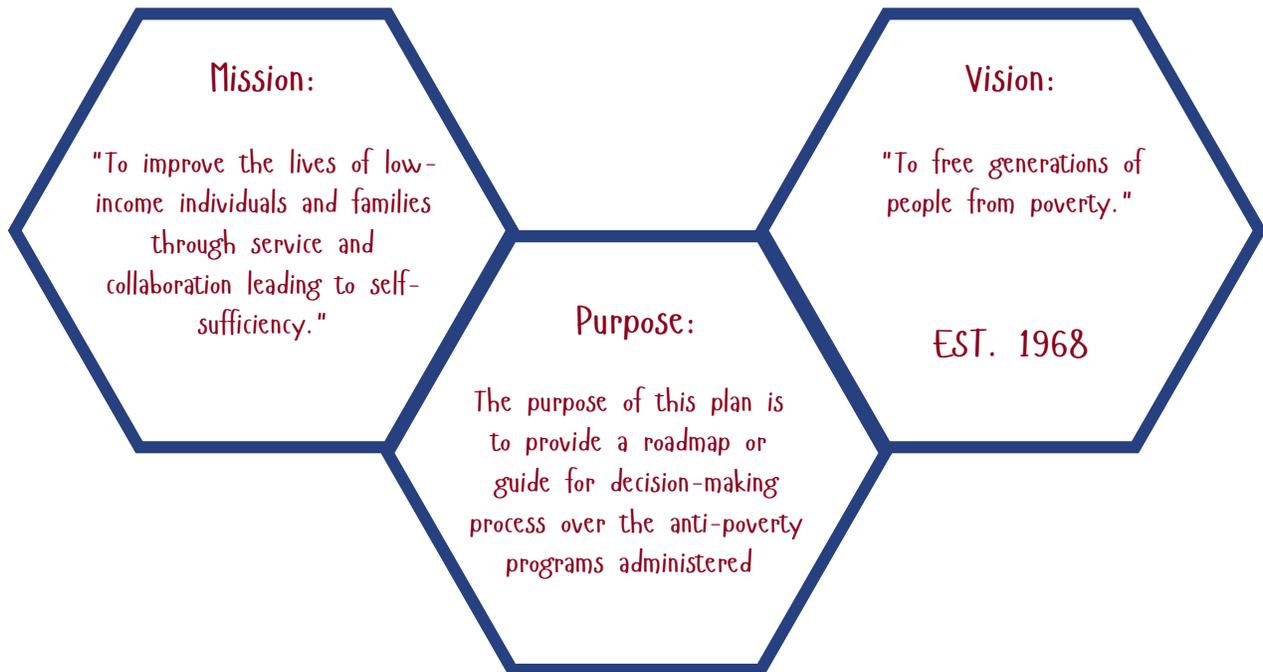


# COMMUNITY ACTION PLAN

LIFT COMMUNITY ACTION AGENCY, INC.



2021



## **2022 Community Action Plan (January thru December 2022)**

### **LIFT (Lifting Individuals For Tomorrow) Community Action Agency, Inc.**

#### **Purpose:**

- The CSBG Act 42 U.S.C. § 9908: US Code – Section 9908 Application and plan requires “an assurance that the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community services block grant made under this chapter for a program, a Community Action Plan (CAP) that includes a community-needs assessment for the community served, which may be coordinated with community- needs assessments conducted for other programs”
- The Community Action Plan (CAP) is outcome focused and describes the community-wide approach the agency will take when making decisions on the anti-poverty programs it will administer. The CAP should tie directly to the agency’s most recent Community Needs Assessment, and document the full use of the ROMA cycle. (Organizational Standards 4.2 and 4.3)
- The CAP is a required, foundational element for CSBG funds and is a roadmap for implementing community changes – the CAP provides the focus and identifies the what, the who, and the how of these changes. The CAP notes the specific strategies and outcomes to show success.
- The CAP is the annual operation plan for the strategic plan (which is usually 3-5 years), and gets into more of the nuts and bolts of how the agency will actually achieve the goals set in the strategic plan. It should include everything that the agency plans to do – whether or not it is directly funded by CSBG. The CAP must, at a minimum, address all questions included within this template, but the agency may also include additional information as needed to make it an operation plan that is useful to the agency.

**Executive Summary:** The purpose of this plan is to serve as a guide over the next 12 months for ensuring that the work of LIFT Community Action Agency, Inc. (LCAA) aligns with the CSBG Act as well as the communities needs as identified in the most recent 2022-2024 Community Needs Assessment and the 2020-2023 Strategic Plan.

LCAA’s mission is: *“To improve the lives of low-income individuals and families through service and collaboration leading to self-sufficiency.”*

The goal will be to focus resources towards achievement of outcomes identified in the C.N.A. report, Strategic Plan, Performance Management Outcomes excel workbooks and the FY22 logic models (all included as uploads). The logic models are representative of the communities’ top three prioritized needs-Housing, Substance Abuse Services and Community and Economic Development. Additionally, the CAP and Logic Models address the Agency need to finalize the rebranding of the agency and to continue to monitor and assess/address needs relevant to COVID-19.

LCAA staff and Board will utilize existing resources and seek/secure additional resources in order to achieve the stated goals/objectives/outcomes. The CSBG Administrator/ROMA coordinator will produce reports which will be shared with program staff on a monthly basis. These reports will help in evaluation of program services, identification of success rates and what, if any, revisions, are needed. Reports will also be shared with management, the Board of Directors and other Stakeholders no less than annually. Some reports such as Customer Satisfaction will be shared quarterly with the Board and uploaded as part of the CONFAX and/or within CAPTAIN (as applicable/required) to the Oklahoma Department of Commerce

LIFT (Lifting Individuals for Tomorrow) Community Action Agency, Inc. was founded in 1968 when three local Community Action Agencies merged in order to better meet the needs of families with low incomes who resided in any one of the three very rural and poverty-stricken Southeast Oklahoma Counties. LCAA's primary service area includes Choctaw, McCurtain and Pushmataha Counties, a land area of over 4000 square miles with a population of 58,951 which represents a decrease of 2460 individuals since the 2010 Census (U.S. Census Bureau American Community Survey 2015-2019 estimates). About one in four individuals in the service area are living below the Federal Poverty Limits. The 2019 estimates (U.S. Census) reflects that 12,939 individuals or 21.95% of the population lives below federal poverty income guidelines. The agency, headquartered in Hugo, Oklahoma (Choctaw County) provides a wide array of services ranging from education, housing, social services, and emergency services to transportation and more all aimed at alleviating the conditions of poverty. LCAA is one of the top ten employers in the tri-county area with 255 full time staff and 36 part time staff as of March 1, 2022. The agency's annual budget is approximately \$22 million and supports about 20 separate programs. In August of 2021, the Board formally approved the long-awaited name change from Little Dixie CAA to LIFT Community Action Agency, Inc. The new name better reflects the growth and direction of the agency.

The CAP represents, in large part, an extrapolation of data from recent and relevant agency and community-developed documents which includes the 2020-2023 Strategic Plan; 2022-2024 Community Needs Assessment Report; 2021 Customer Satisfaction Data; and analyzed data from CAPTAIN and other program-tracking databases. The data contained within these documents represent actual client counts and demographics, survey responses, and summaries from community and focus group discussions, etc. Therefore, the CAP includes both quantitative and qualitative data. Some sections of the Community Needs Assessment report (approved by the Board of Directors on January 11, 2022) include qualitative data derived from interviews with Board members, service providers, residents, and staff.

Stakeholders involved in the process of developing these documents included residents, staff, Board, other service providers, partners, and funders. The "key findings" that came out of these activities can be found throughout this 2022 Community Action Plan.

LDCAA's 2022 CAP will be presented to the Board as a training and will be open for discussion during the regularly scheduled board meeting to be held April 12, 2022.

The process, as described in the previous section, addresses CSBG mandates, the Organizational Standards and ROMA framework inasmuch as it identifies development of the CAP by the overall community. The CAP was developed from the various documents developed at the community level, by representatives of each required community sector. This plan is outcome-focused and identifies needs as well as the type/level of need and strategies for how the agency will address these needs over the next 12 months. Each component is mission-focused and was developed as a collaboration of staff, customers, board and other stakeholders.

LCAA's mission statement "*To improve the lives of low-income individuals and families through service and collaboration leading to self-sufficiency*" is the driver for all decisions and subsequent actions by representatives of the agency. The mission statement was approved by the Board in February of 2016 initially. It is reviewed as required by the Organizational Standards and was last revisited during the February 9, 2021 Board of Director's meeting. The Board members each reviewed the Mission Statement and concluded it met with the criteria as set forth in the CSBG regulations/guidance. The bulk of programs/services provided by the agency are targeted to families of low-income. Most services require individuals/families meet low-income guidelines as an eligibility requirement. LCAA is first and foremost, a Community Action Agency. Therefore, the very identity of the agency is founded in addressing causes and conditions of poverty.

LCAA's Local Theory of Change aligns with the National Theory of Change and the three National Goals. The agency's mission statement "*To improve the lives of low-income individuals and families through service and collaboration leading to self-sufficiency*" makes the following assumptions:

- 1) We can improve lives;
- 2) We can help individuals and families become self-sufficient;
- 3) We need to collaborate with others to achieve the change.

LCAA believes that our services and the strategies we employ reflect the community's needs and will lead to improved lives for our local residents. LCAA utilizes the community needs assessment, the strategic plan, information from program-specific reports, conversations with front-line staff, management, board members and customers to determine how best to meet the community's needs. This theory of change is reflected in the programs and services provided by the agency. The agency pursues resources (funding, volunteers, etc.) that would serve to address community-identified needs, all of which align with the National goals.

## Assessment

The community assessed represents LCAA's service area which includes Choctaw, McCurtain and Pushmataha counties. Collectively, these three rural Southeast Oklahoma counties have an average poverty rate of 21.95 percent (U.S. Census Bureau; 2019 Poverty estimates). The population density is about 14.69 persons per square mile compared to the State's density of 57.3 persons per square mile. At the time of the assessment, about 65 percent of the population was white; 7.31 percent black; 10.6 percent multiple races; 13.9% Native American with the remaining representing other races. Gender makeup is 51.64% female and 48.36% male. According to the U.S. Census ACS 2019 estimates, the combined population was 58951. The population remained steady over the past three years since the last community needs assessment conducted in late 2019 early 2021. However, over the past decade (since the 2010 Census) the population has decreased across each county. This area as described represents LCAA's service area which represents the community assessed for the most current Community Needs Assessment for January 1, 2022 through December 31, 2024.

The community needs assessment process began with collection of needs surveys. LCAA utilized the Oklahoma Standardized Needs Assessment Survey for data collection. Blank surveys were printed, collected and then input to the CapSystems online survey collection/analysis tool by the CSBG Administrator/ROMA Coordinator. Paper surveys were distributed throughout the service area using various outlets. They were emailed to all staff and were distributed to members of the Board of Directors. Paper copies were sent home with all Head Start and Early Head Start children, Healthy Start participants, and all Retired and Senior Volunteer Program (RSVP) volunteers. Agency staff distributed and collected completed surveys from area schools, faith-based organizations (Churches), civic groups, County Coalition members (which include representation from all community sectors), and more. Additionally, the survey was promoted through signage and social media outlets.

The survey contained a question for respondents to self-identify which sector best described them. The available options included: Client of the Agency, Agency Board Member, Agency Volunteer, Representative of an Educational Institution, Representative of a Government Entity; Representative of a Private Organization; Representative of a Faith-Based Organization; Representative of a Community Based Organization; or General Public (someone having not received services from the agency). Surveys were completed and received from all sectors listed. A total of 506 surveys were collected and entered into the survey feature within CapSystems. This database then generated the top needs ranked in ascending order for the top 10 identified needs. The top ten needs were shared with focus groups which included; leadership, front-line staff and board members to prioritize the needs to the top three. During the prioritization activity, focus group participants were asked to provide "rationale" or qualitative data as to why they selected and ranked/prioritized the three needs chosen. Counts were conducted on each respondents completed surveys and the need referenced most was identified as the number one prioritized need and this process was used to identify the top three.

Once needs had been prioritized, LIFT Community Action Agency conducted six community meetings (two per county in each county within the service area) in order to gain additional input from residents, local services providers, staff, board, and other stakeholders on the prioritized needs and resources within the service area. These meetings were also advertised via email, newspaper advertisements, posters, and through social media outlets. Meeting participants engaged in activities of identifying causes/conditions of poverty, existing resources, gaps in resources, and potential strategies for addressing each of the three needs. All of this data was collected and utilized to develop the 2022-2024 (January 1, 2022 through December 31, 2024) Community Needs Assessment Report, which represents one of the documents used to develop this FY22 Community Action Plan.

In addition, customer satisfaction surveys are a tool used for developing the CAP and in decision making for agency programs/services. Customer satisfaction surveys are available on the agency website and paper copies are located/available at each LCAA office location. Customers are asked to complete a survey upon receipt of services, preferably at that point in time. However, to facilitate participation and remove any potential barriers, customers are informed of the online survey tool and assured that their responses are completely anonymous and cannot have any impact on their eligibility for receipt of services.

Customer Satisfaction survey responses are entered into an online database and reports are provided to the board on a quarterly basis. Survey responses, when and where deemed necessary are shared immediately with appropriate staff. An example would be in the event a survey response revealed the need for further review and/or action. For example, if a respondent stated that staff did not seem knowledgeable of the program from which they sought services, those responses would be shared with the appropriate program director, Associate Director, and Executive Director. The information would be used to determine if additional training should occur within that department so as to ensure services were being provided as intended for that particular service. This is true across the board for all agency programs and services. The customer satisfaction survey is used as a tool to help guide the agency in decision making processes over staffing, training, services, service-delivery, etc.

A feature within the CAPTAIN software, the Service Integration Matrix (SIM) will assess if the client is eligible for other services than those originally sought. The SIM is ran internally (CAPTAIN Administrator) on every client served and follow up is conducted with clients if/when the SIM identifies client eligibility or potential eligibility for other services. Currently, LIFT C.A.A. utilizes the Service Integration Matrix (SIM) to assist with case management. The SIM allows CAPTAIN users the ability to provide the client with additional services the client may be eligible for, based on the information reported. CAPTAIN data input staff email a computer-generated referral letter to the client. If the client is readily available, the letter can be given to them in person. This letter lists the possible services the client is eligible for and the contact information for those programs. By utilizing the SIM feature, LCAA program staff have the opportunity

to educate and provide individuals/families with as many services as possible, thus improving customers chances of achieving self-sufficiency.

Other tools for assessing agency programs/services include the Strategic Plan, CAPTAIN and other program databases that provide client counts, demographics on population served, outcomes for services provided, etc. These reports help to identify what services are most utilized; who is most likely to utilize agency programs, what, if any, outcomes are being achieved, etc. This type of information helps us better understand exactly “who” our clients are, what their needs are and is critical to the decision-making process.

- Safe, decent and affordable housing units are an identified need determined by the community needs survey. This is both a family and community level need.
- Early Childhood Education to continue provision of preschool services is an identified need determined by the community needs survey. This is both family and community level need.
- Youth Services to provide recreation and educational opportunities are a need identified by the community needs assessment as a community level need.
- Emergency services to help families pay for utilities (heating/cooling costs) are an identified need determined by the community needs survey. This is a family level need.
- Transportation for local-demand response is an identified need determined by the community needs survey. This is a community level need.
- Health Services are a need identified by the community needs survey and is both a community and family level need.
- Substance Abuse Services to provide inpatient treatment and education/awareness is an identified need determined by the community needs survey. This is a family and community level need.
- Senior Services to engage seniors to remain active are a need identified by the community needs assessment and represent both a community and family level need.
- Economic/Community Development to improve infrastructure and help families obtain assets is a need identified by the community needs assessment and represents both a family and community level need.
- Nutrition to combat obesity and address food insecurity is a need identified by the community needs assessment as both a family and community level need.
- Asset development is a need identified by the community needs assessment survey and represents a family level need

**Prioritized Need 1 – Housing: Decent, safe and affordable housing units** (rental and purchase) are a family level need. The agency is currently addressing this need through the provision of rental units including rental units for seniors. The agency also operates the LIFT Self-Help housing program (single family new construction) and provides numerous other housing and housing supportive services for residents. The outcome will be that families are able to secure safe and affordable housing.

Goal: Increase capacity, knowledge and skills (attend trainings, test, etc.) to efficiently and effectively support and promote the CDFI (Community Development Financial Institution) SOCDC.

FY22 Objective: By 12/31/22, The Southeast Oklahoma Community Development Corporation will have obtained the appropriate licensing and/or Certifications to initiate and service residential loans and will have made at least one residential loan (purchase and/or DPA)

FY22 Strategies: Certifications and/or Licenses issued to SOCDC and SOCDC Loan Officer NMLS (National Mortgage Licensing System) and MLO (Mortgage Loan Originator) SOCDC (Southeast Oklahoma Community Development Corporation) Loan Department/Officer will track clients who apply; who are approved and who secure loan funds for home purchase and/or down payment assistance

**Prioritized Need 2 – Substance Abuse Services:** Substance abuse services is a community level need. The agency is currently addressing this need through the Tri-County Opioid Response Implementation Project which specifically aims to address the systemic needs of the opioid epidemic. Additionally, the Choctaw County Drug Free Communities Support Program address tobacco/marijuana use among our youth grades 6th-12th. Through these programs, LCAA is working with community members and organizations to start informative dialogue, build partnerships and plan systemic changes to prevention, treatment, and recovery of individuals affected. The outcomes will be improved community health and reduced morbidity and mortality associated with opioid overdose and poor health outcomes from tobacco and marijuana use.

Goal: Provide Case Management to individuals families and strengthen partnerships with law enforcement and social service providers

FY22 Objective: By 12/31/2022,30 individuals will have received one or more services addressing substance use/abuse and 3 Formal MOU's will be in place with local law enforcement

FY22 Strategies: The Second Chance Program Director will work with Community Partners including local law enforcement entities to coordinate provision of substance use/abuse services for inmates incarcerated in the county jails in the tri- county service area and post release.

**Prioritized Need 3 - Community and Economic Development** is a community level need determined by the community needs assessment. Currently, LCAA provides services such as business lending, tourism/reactational activities, job training (Youthbuild and AmeriCorps) and supportive services to help individuals/families improve skills with managing their finances.

Goal: LIFT CAA will revitalize Hugo Lake Park Cabins and surrounding amenities (boat ramps, ship store, etc.)

FY22 Objective: By 12/31/2022, reservations of cabins will have increased by 3% from baseline (baseline established from an avg. of past 2 years FY19 and FY20 reservation activity).

FY22 Strategies: Hugo Lake Park (HLP) Staff input reservation information into an online system as reservations occur.

**Prioritized Need 4 – Rebranding** is an Agency level need determined by leadership, the Board, the community and stakeholders. The rebranding and renaming of the agency will ensure that the name more accurately reflects the mission and purpose of the agency.

Goal: Secure contractors and/or other resources to create new or revise existing signage, vehicle wraps/logos/stickers (transit buses, WX vans, etc) etc. to reflect the new name and logo.

FY22 Objective: By 12/31/2022, all agency buildings signage, vehicles will be updated to reflect new name and logo of LIFT Community Action Agency

FY22 Strategies: Program Directors will report to Associate Directors on the progress of achieving the goal across all agency programs. For example, Head Start Director will identify number of signs targeted for updates or replacement; secure the resources and report on progress to appropriate Associate Director.

**Prioritized Need #5 – Emergency Services/Needs (COVID-19 Specific)** is a community level need. LCAA has received funding and other resources such as CARES money and Emergency Assistance to address unprecedented and unexpected needs brought about due to the coronavirus pandemic. During the C.N.A. process, most residents felt that the rural nature of the service area had resulted in both positive and negative impacts in terms of COVID.

Being more spread out and having small populations was attributed to lower infection rates and death compared to more urban areas with higher populations. Many businesses were able to remain open during the height of the pandemic. Negative impacts attributed to the rural nature of the service area included lack of infrastructure for distance learning and teleworking. Most rural areas do not have sufficient internet capabilities to support distance learning and/or teleworking. Much of the CSBG CARES funding was used to address these challenges.

As COVID is still an ongoing health concern, it is expected additional challenges will arise. However, the community feels more prepared now to address those challenges. Another challenge was the lack of health care facilities and capacity of our health care community. Those individuals/families directly impacted (having been diagnosed with the virus) and needing medical treatment had to seek treatment in hospitals 2 to 3 hour

drives from their residence. This creates significant financial burdens on these families and their household.

Other challenges included the strict guideline's individuals have to meet to qualify for COVID-19 related resources. By addressing the challenges linked to COVID-19 in the report area, the outcome will be individuals can sustain self-sufficiency and have improved health outcomes.

Goal: Provide expanded emergency services and resources to individuals impacted by COVID-19

FY22 Objective: 100 individuals will receive emergency services or resources (food, housing, utility and/or medical assistance) from CARES or other COVID Related resources by 09/30/2022

FY22 Strategies: CAPTAIN: Google Sheets; Customer Satisfaction Surveys; Housing Outreach and other Agency Staff will work with area residents to process requests and provide emergency services. Staff will log services into appropriate data tracking systems. The fiscal officer will report on COVID/CARES funding and all steps to ensure sufficient outreach (marketing, etc.) will be taken to assist families in need.

During 2021, we continued to deal with the impact of COVID-19 which has led to more individuals teleworking, increased needs to telework and the creation of policies, procedures, etc. in response to the pandemic. LIFT now has many procedures in place (laptops, hotspots, etc.) to accommodate some to work from home. We have made changes to application processes where possible to allow for online application submissions and in some cases, approval for some services. All of these steps have been necessary to adapt to the pandemic. We have seen an increased demand for housing.

As an organization, we are feeling the impact especially within budgets. As an example, building materials (for single family new construction, weatherization, rehab, new construction multi-family) continue to rise in cost yet budgets have remained the same. This is directly impacting our ability to achieve goals within the timelines established pre-covid. Our customers are spending more on food, fuel, utilities, etc. yet have seen minimal increase in pay. We believe the long-term economic impact of Covid has yet to be fully realized. We are addressing these concerns by looking for resources that we can use to fill in the gap between what is currently available and what is necessary to achieve the outcome. In this example, it would be gap funding for building materials. Another significant change in our service area is our name change. We have taken many steps and are working to ensure that our customers are aware that LIFT is still a community action agency and still providing high quality services as always.

The top three needs prioritized from the community needs assessment conducted late in 2021 and subsequently approved by the Board at the January 11n 2022 board meeting were Housing, Substance Abuse Services and Economic & Community Development.

The new needs assessment reflected no change from the prior C.N.A. This is attributed in large part to COVID and the fact that two of the three years, the agency was limited due to social distancing, etc. in trying to implement the strategies identified to address the need. The other obvious fact was that when COVID hit our communities, as with the rest of the world, needs changed across all levels to include individual, family, community and agency. The agency strives to locate and secure resources that serve to address the community- identified needs. To that end, leadership seeks and forms partnerships, funding, and volunteers to help with addressing these needs. In addition, CSBG funds are budgeted for these activities especially within the area of housing.

The agency will continue to refer to the needs assessment as a guide for resource development and continued service delivery. The agency will work with community partners, residents, funders and others to seek out strategies for addressing community needs even if/when they differ from those that can be directly addressed through the agency (based on existing programs and capacity).

The C.N.A. includes tables with identified existing resource providers for each prioritized need. Staff will collaborate with these resource providers when possible and practical, to address the needs. Referrals to other resource providers will be made to ensure residents are tapping into all potential resources. The agency will seek to not duplicate services but to provide services and address gaps in order to meet the community identified needs.

As noted in the logic models for 2022, the prioritized needs which will be the focus for identifying and implementing strategies are: Housing, Substance Abuse Services, Economic/Community Development; Emergency Related COVID-19 Needs and an Agency need for completion of the rebranding.

## **Planning**

In October of 2019, LCAA began the process to create the new three-year (2020-2023) Strategic Plan. This process began with internal reviews and analysis of the existing 2017- 2020 Strategic Plan, the current Community Needs Assessment, the 2019 logic models, the performance measurement outcomes spreadsheet, and the Customer Satisfaction survey results from calendar year 2019. In addition, discussion and analysis occurred over program services provided as reported in CAPTAIN.

The next step in the process involved the ROMA/CAPTAIN/CSBG specialist and the Executive Director meeting with a Certified ROMA Implementer, Julia Teska. This in-person, one-day meeting occurred on October 24, 2019. The ROMA Implementer provided training, technical assistance, guidance and support over “next steps” and CSBG mandates as well as ODOC (Oklahoma Department of Commerce) guidance/rules for preparing the agency’s new three-year 2020-2023 Strategic Plan. As part of that process, numerous organizational standards and other components were reviewed and discussed.

On November 12, 2019, the Board of Directors reviewed the 2019 Community Action Plan and the 2019 logic models which identified needs that aligned with the top three needs from the Community Needs Assessment. They also reviewed the 2017-2020 Strategic Plan and were provided updates on the success of specific strategies and progress in meeting stated goals.

On January 14, 2020, LDCAA's Board of Directors engaged in strategic planning activities, including SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis to provide input for the new 2020-2023 strategic plan. During this same meeting, they reviewed the agency's Mission and Vision statements and participated in activities to determine if the existing language met with the CSBG criteria as well as the goals/objectives of the agency and the needs of the community. Through this activity and subsequent assessment activities with staff, leadership and focus groups, it was determined that the new Strategic Plan would focus on the top three needs as identified in the 2019-2021 Community Needs Assessment. The 2020-2023 Strategic Plan was submitted and approved by the Board of Directors on February 11, 2020 during the regularly scheduled Board meeting.

**UPDATE:** During the November 9<sup>th</sup>, 2021 Board of Directors meeting, the ROMA Coordinator provided an update and training to the Board over the 2020-2023 Strategic plan. In summary, the plan was still reflective of the community needs. She explained that the process to complete a new three-year Strategic Plan would begin during the last quarter of 2022. This process will involve review/analysis of existing plan; lessons learned; incorporating the more updated C.N.A. report into the new Strategic Plan. The one significant change can be found in the strategies to address the Economic and Community Development. The YouthBuild program was identified as the primary indicator for tracking this goal which is now focused on tourism. This is due to the fact that YouthBuild participants are not onsite during the last year of the program (2022).

The strategic plan represents a long-term three-year plan used by the agency for decision making with identification of short term, intermediate and long term goals. It includes data from the 2019 needs assessment and identifies the top needs to be addressed over the course of the three years. The CAP plan builds upon the Strategic plan, identifies short-term goals (needs to be addressed and the expected outcomes to be achieved) that the agency will focus on during this fiscal year (2022). Connections between the plans are evident across the needs sections.

Community Development, although different terminology is used, is a constant across both plans. Substance abuse services, a prioritized need referenced in the CAP plan, is also addressed in the strategic plan. Both plans are very representative of the CSBG goals, mandates, organizational standards and LCAA's mission to address needs that will serve to help individuals/families on the path to self-sufficiency.

As 2021 was a new Community Needs Assessment year for LIFT CAA and the Community Needs Assessment was completed and approved in January 2022, there are some slight variances between the current (2019-2023 Strategic Plan) and the FY22 CAP

Plan. As referenced in a previous section, strategies and goals in the CAP plan for FY22 look different as they reflect the most recent C.N.A.

The FY21 final logic models (Housing, Economic/Community Development, Substance Abuse, COVID-related emergency needs; and Agency Rebranding) with results are uploaded within the application in the pre-award excel workbook.

*Evaluate last year's performance (2021) and determine what will be done differently this year (in 2022).*

The Final Logic Models for 2021 were presented to the Board during the November 9th, 2021 Board meeting. Specific strategies identified in the logic models were discussed as well as results for each of the top three needs, the COVID19 Emergency needs and the agency level need of Rebranding. They are uploaded within the excel workbook titled Pre-Award Agency Questionnaire.

The presentation of results included outcomes/goals that had been achieved up through October 31, 2021. Therefore, two months was still remaining within the year to achieve stated outcomes. Reports pulled from CAPTAIN and other tracking methods showed that outcomes had been achieved or exceeded for three of the four needs. The agency level outcome was achieved but via agency resources vs. the identified strategy and discussion regarding challenges occurred during the meeting.

The 2022 planning logic models are included within the excel workbook upload titled Pre-Award Agency Questionnaire.

LCAA utilized ODOC's Logic Model Checklist to ensure that the 2022 Logic models include clear outcomes that match the prioritized needs in the C.N.A. which are Housing, Substance Abuse, Economic/Community Development, COVID-19 related Emergency needs and an Agency need for Rebranding. The planning logic models are included within the excel workbook uploaded in the application titled Pre-Award Agency Questionnaire.

The target population will be residents of Choctaw, McCurtain and Pushmataha counties of Southeast Oklahoma. The agency will continue to provide the wide array of services available. However, increased efforts to serve the population exhibiting need for one or more of the prioritized needs (housing, substance abuse services, economic/community development, COVID Emergency needs) will be a primary target audience. Programs/services will target individuals and families with low-incomes.

Program performance goals are set based on a variety of factors. First and foremost, LIFT Community Action Agency, Inc. uses the community needs assessment as a tool and guide to look for opportunities that address the needs as identified by the community. The planning department works with program staff, including leadership, supervisors, front-line and support staff to ensure there is a clear understanding of the programs and outcomes. That information is then written within the planning department but is representative of the data shared by those who operate the programs. The outcomes are

designed to align with the program goals and objectives. For example, Self Help Housing has a goal to increase opportunities for people to obtain safe, decent and affordable housing with an objective to build approximately 22 homes each year for families of low-income. Therefore, the outcome listed in the performance measurement outcome spreadsheet would align with this program outcome.

The Performance Measurement Outcomes spreadsheet is included as an upload to the application and is representative of needs identified in the C.N.A. and the Strategic plan. It is included in the excel workbook titled "Pre-Award Agency Questionnaire (see labeled tabs within the workbook).

LIFT CAA operates programs that address the needs of youth, such as Head Start, Early Head Start, Early Head Start/Child Care Partnership, Early Learning Centers, YouthFirst, Court Appointed Special Advocates program, Healthy Start, YouthBuild and Drug Free Communities Support Program. LCAA will continue to seek funding to expand these programs and to develop additional programs that promote positive youth development.

Other programs focused on promoting positive youth development include the CASA (Court Appointed Special Advocate) Program which utilizes trained CASA volunteers to be the voice for children in the court system and Healthy Start which serves women as well as infants and toddlers through age two years. Through this program, participants receive services aimed at improving health outcomes of newborns and decreasing infant mortality rates, which in large part, focuses on improving the health and encouraging healthy lifestyles of the mother. LCAA partners with members from the health community including OBGYN's, nurses and others to achieve the program goals.

More than 600 youth receive direct services through the agency's HS/EHS and Early Head Start/Child Care programs. Eligibility requirements for enrollment in these programs require that a significant percentage of the children enrolled represent households with low-incomes. These children receive educational services that serve to improve not only their cognitive skills but also social and emotional skills. While in the classroom, they receive healthy nutritious meals and snacks.

Through YouthBuild, youth who are considered at-risk (have dropped out of school, are low-income, are in foster care, etc.) are provided opportunities to increase their vocational and educational skills. This occurs through provision of coursework to prepare these youth to take the GED test as well as vocational skills training in the area of home construction. Through a partnership with the Self Help Housing program, the youth provide a service through volunteering at these construction sites while learning the portable skills of home construction. They are also provided opportunities for life skills training and community service/engagement.

The planning department researches grant opportunities for additional youth-development programs. CASA and Mentoring programs partner with other youth-oriented entities/programs i.e. Men United; Choctaw Nation of Oklahoma's Youth

Advisory Board; Boys and Girls Clubs; Health Department; area Schools; and more to address needs of youth in the community.

Drug Free Communities Support Program partners with Youth Services of Choctaw County to identify and implement strategies aimed at tobacco, marijuana, vaping and substance use prevention.

LCAA staff representing various programs work closely with the Southern Workforce Board for the common goal of helping people obtain their vocational goals. One program that partners with Southern Workforce Board is our YouthBuild program. Through the YouthBuild program, a total of 44 youth (ages 16-24) receive services to include GED preparation and testing as well as vocational skills training relevant to construction. Each of these activities help the youth participants to improve their goals for career development. The YouthBuild program director works with SWB to coordinate additional trainings and skills provided through the WIOA program. We also participate in job/resource fairs by setting up booths and having staff on site to discuss agency programs and job opportunities.

LIFT's transit program transports residents to and from their jobs; the agency builds into its programs components that serve to improve life skills necessary to sustain employment. The agency also secures partnerships with the local workforce board to strengthen opportunities pursued that serve to address employment and/or barriers to employment such as lack of job skills, etc.

The AmeriCorps program utilizes 20 AmeriCorps volunteers in the Head Start and Early Head Start Classrooms as Individual Development Coaches for the youth. As part of their tasks (working with youth on achievement of goals), they learn early childhood skills that improve their job skills in the process.

In addition, LCAA pursues numerous funding opportunities each year in which partnerships/formal MOU's are entered into with Southern Workforce Board as a coordinated effort to achieve the stated goals. LCAA and SWB have a long standing and good working relationship.

Utilizing the "Strengthening Families Program" curriculum, LCAA's YouthFirst program provides case management services to at-risk youth ages 10 to 17 who reside within Choctaw, McCurtain, or Pushmataha Counties. Youth participants receive support to become productive, law-abiding citizens. Project activities and SFP training work to strengthen the family system, protective factors, pro-social skills and parent-child communication. The program serves 30 at-risk children and their families each year.

LCAA's Mentoring, CASA, and Healthy Start programs provide numerous opportunities which encourage family involvement and strengthen the family unit. This is achieved through planned activities and with the help of partners. The At-Risk and Victims Advocacy programs partner with Men United to assist at-risk youth in developing responsibility and learning specific skills through community improvement events. These

men also teach and instill in these young people the importance of community awareness and family involvement. They serve as mentors to youth, supporting them through any issue they may be facing.

Head Start and Early Head Start have monthly “Dad’s Day” events and other such program activities to encourage and support fatherhood and family initiatives.

Healthy Start employs a Fatherhood Coordinator to increase father/dad or father figure involvement. LCAA programs are well represented on the county coalitions and through the coalitions, many activities occur throughout the year with a focus on father and/or overall parental involvement.

LCAA currently operates an ongoing program to combat malnutrition and starvation within the state of Oklahoma; the Child and Adult Care Food Program (CACFP). CACFP is an entitlement program that guarantees nutritious meals to children through age 12 who are enrolled in family day care homes. By providing free and low cost food to child care providers, CACFP helps to ensure that children are well fed, able to concentrate, and ready to learn. CACFP reimburses participating day care homes for their meal costs. It is administered by the U.S. Department of Agriculture. Staff members also provide training to ensure providers are up to date on issues concerning child nutrition and development.

In addition, there are multiple Community Nutrition Centers within LIFT CAA’s tri-county service area. LIFT CAA’s RSVP Program provides volunteers to serve meals to senior citizens on a daily basis.

For the past eleven years, LCAA has partnered with International Paper Foundation, civic organizations, residents and other community-based organizations locally to raise funds for the food baskets provided to families during the Thanksgiving and Christmas holiday seasons. On average, more than 50 families receive food baskets annually through these ongoing events which will continue through 2022.

LCAA program staff, during the intake process for any client/potential client that visits any LCAA location, can easily identify if/when an individual/family might qualify for SNAP benefits. In these events, many times the LCAA employee will assist the client with the application process and/or assist them with connecting to the local DHS staff to complete an application.

LCAA’s Healthy Start program staff work with infants and mothers, mothers-to-be, as well as expectant mothers. They help program participants in addressing malnutrition not only through education but also with assistance applying for WIC and through referrals.

Additionally, LCAA secures grant funds through International Paper Foundation, Wal-Mart Foundation and other sources to assist local food banks with restocking food in their pantries. Food items are available to families of low-income. Apartment staff representing LCAA’s multifamily program assist food banks in Hugo with packaging and distributing food supplies to families in need.

LIFT CAA has emergency funds available through the Emergency Food and Shelter Program and the LIFT CAA Emergency Fund. These help to address an imminent emergency-situation where a family has found themselves in crisis due to unforeseen/unanticipated circumstances. CSBG CARES funding and other resources have been secured to address food insecurities and other emergency needs related to the COVID-19 pandemic.

The agency acts as the service unit for the Salvation Army activities for all three counties in the service area. Funds raised through the bell ringing campaign which occurs in November and December each year also serve to assist families in need of emergency services.

LCAA operates a Victims Advocacy program that provides emergency assistance for food, shelter, transportation, clothing and other needs to victims of any crime. CASA provides emergency supplies such as Emergency Kits which include hygiene products, clothing, books and stuffed animals for children; Safe Place/Healing Hearts provides emergency kits, transportation, rent deposits, emergency shelter and assistance with medical needs for victims of Sexual Assault, Domestic Violence, Stalking or Dating Violence.

CSBG CARES, ODOT CARES Act funding, and foundation funds have also been secured to help clients with emergency needs, especially those arising from impacts due to COVID-19.

Provision of emergency services are provided through partnerships with DHS, local Court systems, County Health Departments, County Coalitions, Food banks, Salvation Army and other linkages. This ensures the ability to address emergency needs of individuals and families in the service area.

LIFT Community Action Agency, Inc. has numerous partnerships at the community level and beyond. These partnerships are identified in the addendum which has been included as an upload. Partnerships represent faith-based, community-based, public and private organizations, other social-service providers, Choctaw Nation of Oklahoma, Southern Workforce Board and more. Many of the programs operated by the agency would not be sustainable without these partnerships.

LIFT Community Action Agency, Inc. is a member of the county coalitions in each county within the agency's service area. The coalitions represent every sector of the community. Members meet monthly and LCAA is well represented at each meeting. LCAA will continue to partner with other entities/organizations, establishing MOU's when applicable in order to address shared goals to improve the lives of families, especially those with low incomes and to address needs within the service area.

Strategies to reduce the duplication of services: Through existing partnerships, attending coalition meetings, active participation in civic and other community-based organizations, etc., LCAA is well aware of the needs of the community and whether or not they are being adequately addressed. LCAA does not “compete” with other organizations locally to address needs, but rather forms both informal and formal partnerships to achieve the shared goals. LCAA is the primary service provider in the tri-county area and the “go-to” agency for most needs aside from those state and federal entities i.e. Department of Human Services, County Health Departments, etc.

The Choctaw Nation of Oklahoma provides some of the same services as does LCAA including Head Start and social service programs. However, this is not considered a duplication of services as most services provided via the Choctaw Nation of Oklahoma are restricted to tribal members.

Many civic, faith-based and charitable entities have representation on LCAA’s board of directors and each month, the planning department employees present to the board funding opportunities the agency seeks to pursue (requesting board approval to move forward). During these presentations, employees provide a very detailed description of what services would be provided if/when the grant(s) were to be awarded. This provides an opportunity to discuss any existing programs/entities that may already be providing the service.

A few agency programs partnered with other community-based organizations to update the tri-county resource manual which identifies organizations throughout LCAA’s service area of Choctaw, McCurtain and Pushmataha counties and beyond. This manual is located in every Head Start and Early Head Start center. It is also shared with other program staff throughout the agency. This provides a tool not only to help identify resource providers but also to identify potential gaps in service. Referrals are made to other organizations if/when LCAA is unable to address the needs of clients or potential clients.

Last but not least, during the Public Meetings held to develop the Community Needs Assessment, participants engage in a process to identify all known existing community resources for addressing the prioritized community needs. These are all listed by service within the Community Needs Assessment report.

A copy of the agency partnership list is included as an attachment to this Community Action Plan.

Success will defined as having achieved at least 75 percent of the stated outcomes as identified in the logic models. Success will also be measured by increased positive feedback from customers as reflected in the customer satisfaction surveys. Success will also involve increased or enhanced services and partnerships that directly address the prioritized needs (Housing, Substance Abuse Services, and Economic/Community Development). And success will also involve the creation or enhancement of partnerships/collaboration efforts so as to ensure all available resources are being utilized

for addressing community needs. LCAA will utilize CAPTAIN and other tracking systems to identify agency staff, board and volunteer training hours to assess agency and stakeholder capacity. Success in terms of agency capacity will equate to adapting to virtual training and volunteer activities in order to acquire and/or sustain capacity.

## **Implementation**

Sections of the CAP such as Logic Models, PMO spreadsheet, that clearly show specific strategies will be shared across programs, with leadership and the Board. These sections will serve as the “roadmap” to help program staff stay on track with working towards the goals and objectives. The entire CAP plan will be shared by email, in paper format, through discussion, etc. with leadership (including Board members), program directors, supervisors, front-line and support staff. This will ensure that all staff are aware of the expected outcomes identified within the CAP for FY2022 which will be a primary focus of agency activities over the year. It will be discussed in detail with Board members who will all be provided copies. Review and analysis of the CAP will occur no less than twice a year for outcome reports and quarterly through customer reports presented to staff and board.

Program Directors will receive monthly reports pulled from CAPTAIN which they use to compare the data (counts, etc.) to the logic models (if applicable) and to the Performance Measurement goals as identified in the spreadsheets. The CAPTAIN Administrator will notify staff of any concerns in terms of not meeting goals, etc. Leadership, staff and Board all work to achieve stated outcomes with the CAPTAIN Administrator being responsible for oversight of the plan implementation. The CAP will be posted to the agency website.

LCAA operates several programs that provide case management including Lending, Head Start, Early Head Start, Early Head Start-Child Care Partnership, Healthy Start, Housing and more. Case management is provided to clients seeking loan funds to help them become loan eligible; services would include credit counseling, budgeting, financial coaching, etc.; Case management is provided to parents/primary caregivers of HS/EHS and EHS/CC youth by Family Advocates working with each family towards setting and achieving goals. Case management is also provided by Housing Coordinators with clients seeking housing services. In the area of housing, case management may involve provision of credit counseling as well as helping families work with creditors to reduce debt (in some cases, having debt written off); budgeting; saving; financial fitness; refinancing home loans to reduce interest rates and more. The housing counselors maintain regular contact with the customers to encourage them and help them “stay on track” so as to increase their chance to improve their current financial situation. The goal is to reduce debt, increase income and become more self-sufficient. Healthy Start clients receive case management through follow up activities provided by the care coordinators to ensure that health screening appointments were kept as well as other activities that serve to support the program goals. Other program participants receive case management via the applicable program staff which serves to facilitate continued participation.

In prior years, the risk assessment report was utilized to assist with case management to help determine the needs of each individual/family requesting services. This report helped the case worker identify the services needed and/or the referrals required in order for the individual/family to be provided with all the assistance and services needed. However, CapSystems, in their work to transition CAPTAIN into ROMA NG (next generation) and in their meetings with Commerce and/or CAP agencies decided to build the pre-assessment questions into the client intake screens.

Data that was critical to the risk assessment was previously collected to the pre-assessment tab in CAPTAIN. That data has now been integrated into the client intake screens. Currently, LIFT C.A.A. utilizes the Service Integration Matrix (SIM) to assist with case management. The SIM allows CAPTAIN users the ability to provide the client with additional services the client may be eligible for, based on the information reported. CAPTAIN data-input staff can email a computer-generated referral letter to the client. If the client is readily available, the letter can be given to them in person. This letter lists the possible services the client is eligible for and the contact information for those programs. By utilizing the SIM feature, LCAA program staff have the opportunity to educate and provide individuals/families with as many services as possible, thus improving customers' chances of achieving self-sufficiency.”

Employees responsible for data collection/tracking are trained over the FNPI's and SRV codes applicable to the specific services they provide within their programs. They learn how to appropriately and accurately transfer data from client intake forms into CAPTAIN, the primary tool for tracking outcomes across the agency. The CAPTAIN administrator conducts both group and one-on-one trainings to help each CAPTAIN “user” understand how to input data and how to use that data as a tool for decision making. As the CAPTAIN administrator pulls reports on a monthly basis and analyzes that data against projections, etc., she uses that to determine if/when additional training is needed. When issues arise, specialized or one-on-one training is provided to applicable program staff. Agency-provided programs are required to utilize CAPTAIN for capturing client data, non-client data, staff training; board member training and volunteer hours, etc. This is one method by which the agency is able to track outcomes and outputs.

In addition, nearly every program operated by LCAA is required to utilize specific tracking tools as required by their funder. One example would be housing. Housing counselors use two tracking programs; CounselorMax and ORS (online reporting system) to track outputs and capture the outcomes of the services they provide. Head Start, Early Head Start and Early Head Start/Child Care enter data into Child Plus, Teaching Strategies Gold and other tracking systems. There are numerous “tracking” methods that are program specific and required. All programs are represented on some level in CAPTAIN.

LIFT CAA leverages the CSBG funding with other public and private resources to provide adequate funds to operate many of our anti-poverty programs. Programs receiving CSBG support include Court Appointed Special Advocates, Retired and Senior Volunteer Program, Housing, CSBG/CAPTAIN/ROMA administrator, Community

Projects, Early Learning Centers, and others as needed. LCAA has used its CSBG funding in a similar manner for many years. CSBG funding helps to support many of the tools (Community Needs Assessment, Strategic Plan, etc.) that help with agency decision making processes. CSBG funds are leveraged with other federal, state, and foundation resources received by the aforementioned programs.

Customer Satisfaction is collected via a Customer Satisfaction Survey. The survey identifies the department from which the customer sought and/or received services. It offers three choices to identify “level of satisfaction which includes: “Very Satisfied” “Somewhat Satisfied” or “Not Satisfied”. The survey encourages customers to elaborate and leave feedback for ways the agency could improve upon service provision. The survey also collects demographics i.e. gender, age ranges, race and ethnicity.

All customer satisfaction surveys, whether completed online or on paper are maintained by the ROMA/CSBG Administrator. She inputs all responses into one database and provides quarterly reports to the Board and leadership on the analysis of the surveys. This includes rate of return by program and county reporting; response percentages on levels of satisfaction, etc.

When a survey reveals a need for action, the response is immediately forwarded to the appropriate program staff. Customer satisfaction feedback is used in planning and for staff training purposes. Survey responses are helpful in identifying strategies or areas where the agency could improve and for identifying potential barriers/issues and gaps in services.

## **Observations of Results and Reporting the Achievement of Results**

Data will be collected by assigned/appropriate data collection staff in each program and for each need identified in the logic models. This data comes from client intake forms and is transferred into CAPTAIN and/or other tracking systems. Data/outcomes will be reviewed monthly by the CAPTAIN administrator. The CAPTAIN administrator shares reports with program staff on a monthly basis and with the Board no less than once per year. Logic models are included for both FY21Final and FY22 Planning within the Pre-Award Agency Questionnaire excel workbook.

Information for the CSBG Annual report comes primarily from CAPTAIN reports. The information is used to help better understand who represents the agency’s clients; to ensure services are being targeted and provided to the target audiences of individuals/families with low-incomes; as a tool for decision making and planning purposes. The CAPTAIN administrator will share annual report data with leadership, board and staff. Initial data input occurs at the program level by assigned and trained CAPTAIN data entry personnel. Financial modules are completed by the fiscal department. Additionally, the ROMA/CSBG Administrator works with program staff to set targets, etc.

Customer satisfaction data will be shared with the Board and ODOC on a quarterly basis and as necessary with staff to address any issues. Program reports will be shared with appropriate staff and program directors on a monthly basis. The data will be used to assess if program goals are being met and identify any barriers or gaps. The SIM feature in CAPTAIN will be utilized for identifying services outside of those sought by clients for which they may be eligible. Outcome data will be shared across programs through presentations and by email so as to ensure that a holistic approach to service delivery is being achieved.

Leadership, program directors, front-line staff and others provide reports over one or two programs during each monthly board meeting. The planning director, program planners, ROMA/CSBG/CAPTAIN Administrator, Fiscal Officer, Executive Director, etc. provides updates on logic models, Community needs assessment, Performance Management outcomes, Community Action Plan, Strategic Plan, etc. no less than once per year. The CSBG/ROMA/CAPTAIN Administrator provides reports over customer satisfaction quarterly and updates on achievement of outcomes via the annual report annually.

## **Analysis of Data and Evaluation**

The process varies depending upon the year i.e. if it is a strategic planning year, a Community Needs assessment year, etc. Data analysis is conducted over reports pulled from CAPTAIN on an ongoing basis and typically involves the CAPTAIN administrator, data entry staff and program staff. This level of evaluation is for purposes of understanding reports, identifying any variances within stated outcomes/goals and what is pulled from reports. It begins at the CAPTAIN administrator to Data Entry person level and then goes further to involve front-line staff, supervisors and leadership as necessary. This type of data analysis ensures that data collection over the outcomes is being collected appropriately and occurs monthly.

Data analysis and evaluation of the Strategic Plan occurs annually with program staff, leadership and Board. This involves a review of the plan and discussion of any/all known changes within the community that have impacted the plan.

Data analysis over the Community Needs Assessment involves stakeholders to include other service providers, residents, customers, staff, leadership, faith-based community, educational community, volunteers, public/private sectors and Board. The formal process occurs once every three years but the plan is updated annually.

Customer satisfaction data is collected on an ongoing basis by program staff and forwarded to the CAPTAIN administrator who maintains the surveys and transfers the responses into an electronic database. This data is shared quarterly with Board members and staff. It is shared on an “as-needed” basis with appropriate staff to ensure timely responses/actions for any survey that includes information that is concerning to the agency. Analysis of this data involves looking at the demographics of the survey

responses especially the counties and programs from where services were received. This helps with decision making for staff training, need for increased marketing in certain areas, etc.

Performance evaluation is ongoing throughout the year. However, a more formal evaluation is conducted towards the end of the year in preparation for completion of the CSBG Annual Report, Board Trainings/Reports; Review of the CAP and Strategic Plans, etc. The final formal performance evaluation for 2021 began in October of 2021 and started with a review of the logic models. The next step was to generate CAPTAIN and other reports to determine if the stated outcomes within the logic models had been met. The logic models with results were shared with leadership, front-line staff, directors and the Board. Also, a review by staff over the performance measurement outcomes was completed. This occurred initially with the CAPTAIN administrator, planning director, front-line staff and leadership. Each program was reviewed and Program Directors as well as front line staff provided updates as to challenges, opportunities, etc. that were faced by their respective programs.

The Planning Director and the CAPTAIN Administrator held several in-depth discussions with program staff to determine if all outcomes that can be captured were being captured and if any additional data needed to be added for tracking. This is considered “Program Level Evaluation.” Evaluation analysis reports over program outcomes were provided to the board in November of 2021 by the CAPTAIN Administrator. No significant changes will occur.

The outcomes (from monthly reports pulled from CAPTAIN, Customer Satisfaction and other reporting software) will be used as a tool for gauging success rates and making revisions, if necessary, to the Community Action Plan and the Strategic plan throughout the year. Revisions will only be made following a thorough review by staff, leadership and with Board approval. In the event revisions occur, those would be included to the appropriate documents as “addendums” and the revised plans would be forwarded to staff, board, and the appropriate ODOC staff.

LCAA’s Community Needs Assessment identified that the service area and area assessed are one in the same. While the primary target audience includes families with low-incomes, many agency programs are available across various income ranges. LCAA will utilize the Annual Report which includes demographics on those receiving services to compare to the demographics of the service area as reflected from the CARES network, Community Commons, and Census data. This data will help to identify if the population being served is representative of the community “in need.” Given the high incidence of poverty in the service area, LCAA does not expect to see any significant variances.

Recommendations for change/revisions, if deemed necessary, will be presented to the Board during a regularly scheduled board meeting and will require discussion, review, consideration and may require a vote by the board prior to any changes. In the event an action i.e. change in needs focus were to be proposed, all stakeholders would be provided an in-depth analysis as to why that action was proposed. Only after careful consideration

and analysis would any recommendations for such actions be requested. Staff would also recommend to the Board making changes to the outcomes/objectives within the logic models, other sections of the CAP plan, the Strategic Plan, etc. in the event of some unexpected need arising that would call upon the agency to adjust. This has never been more apparent than over the past two years. COVID-19 can and did show us how quickly community needs can change and how we must be flexible in order to accommodate for such.

Performance goals will be revised based on actual results if/when there exists a significant variance between the two. Again, this would only occur after a thorough review/analysis to determine why the variance exists. If actual results are lower than goals, an analysis of outreach efforts, staffing, and any other causes leading to the variance would be thoroughly reviewed prior to adjusting the goals. This type of analysis could reveal there is simply a need to increase marketing of a specific program etc.

Should the actual results be greater than the stated goals, then a review/analysis will be conducted to determine contributing factors. This review may reveal that additional funding was secured for a particular service or staff had undergone some specialized training allowing them to improve performance, etc. Adjusting the goals then would be based on knowledge and/or expectations as to whether the conditions present i.e. increased funding were expected to remain a constant. If so, goals would be adjusted accordingly to better align with expected outcomes.

LCAA's performance goals are set by program staff and leadership who have knowledge of funding, staffing, need, customer base, etc. Given all the consideration that goes into the goal setting on the front end, the actual results have historically aligned well with the projections. However, conditions change and review and analysis provide the opportunity to explore those changes and adjust accordingly. Any/all changes will be approved, when necessary, at each level to include program staff, leadership and Board.

The Completed ROMA plan is included as a separate tab within this Agency Pre Award Questionnaire worksheet titled "ROMA Plan". The ODOC-provided template has been completed with dates, persons responsible, etc.

The partnership list as generated from CAPTAIN can be found on the following pages.

App#	Name	Case Type	Activity	Activity Date	Milestone	Date
00000030	CHOCTAW/PUSHMATAHA COUNTY YOUTH SERVICES	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000031	DEPARTMENT OF HUMAN SERVICES CHOCTAW COUNTY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5k. - Health Service Organizations	12/08/2021
00000032	DEPARTMENT OF HUMAN SERVICES MCCURTAIN COUNTY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5k. - Health Service Organizations	12/08/2021
00000033	DEPARTMENT OF HUMAN SERVICES PUSHMATAHA COUNTY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5k. - Health Service Organizations	12/08/2021
00000037	KIAMICHI TECHNOLOGY CENTER CHOCTAW COUNTY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5i. - Institutions of Post-Secondary Education/Training	12/08/2021
00000044	SOS FOR FAMILIES	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000045	OSU EXTENSION CHOCTAW COUNTY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5i. - Institutions of Post-Secondary Education/Training	12/08/2021
00000047	OSU EXTENSION PUSHMATAHA COUNTY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5i. - Institutions of Post-Secondary Education/Training	12/08/2021
00000064	HUGO POLICE DEPARTMENT	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000064	HUGO POLICE DEPARTMENT	Community Partner	Community-Wide Partnerships	12/08/2021		
00000093	BROKEN BOW HEALTH & REHAB	Community Partner	Community-Wide Partnerships	12/09/2021	B.5k. - Health Service Organizations	12/09/2021
00000101	COLONIAL LODGE RETIREMENT CENTER	Community Partner	Community-Wide Partnerships	12/09/2021	B.5a. - Non-Profit	12/09/2021
00000113	HILLS NURSING HOME	Community Partner	Community-Wide Partnerships	12/09/2021	B.5k. - Health Service Organizations	12/09/2021
00000114	CHOCTAW NATION SERVICE CENTER - HUGO	Community Partner	Community-Wide Partnerships	12/13/2021	Tribal Government	12/13/2021
00000134	WILDLIFE HERITAGE MUSEUM	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000142	HOUSING & URBAN DEVELOPMENT	Community Partner	Community-Wide Partnerships	12/08/2021	B.5g. - Consortia/Collaborations	12/08/2021
00000143	HOUSING ASSISTANCE COUNCIL	Community Partner	Community-Wide Partnerships	12/13/2021	B.5g. - Consortia/Collaborations	12/13/2021
00000146	MICHELE APLIN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000151	SARAH BELL DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000153	MARY BLANKENSHIP DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000159	STACEY BURCHFIELD DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000161	MELANIE CADY DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000163	FELICIA CLANTON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000165	WENDY CLIFTON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000167	TRACY COHEE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000168	STACY COZART DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000171	TERI DALLIS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021

00000173 ELAINE DEAN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000174 SHIRLEY LEWIS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000175 KIM DEMAS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000176 BRENDA DERVIN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000179 RESHONE EGGLESTON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000180 CELENIA FIGUEROA DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000181 TAMMY FINES DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000182 ROBERTA FONTENOT DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000183 BRANDY FORTNER DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000185 MARY FRYE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000188 AMBER GARCIA DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000191 JANELLE GILBERT DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000192 CYNTHIA GODWIN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000193 CHRISTINA GOOCH DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000194 BRENDA GREEN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000195 SANDRA GRIMSLEY DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000197 LISA HAMILTON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000198 ROSANN HANES DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000199 SHARISSE HARDEMAN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000203 ROSA HERNANDEZ DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000204 JENNIFER HIGNIGHT DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000205 SONYA HILL DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000206 JENIFER HOOD DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000208 KATHY JOHNSON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000210 KIM JOHNSON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021

00000213 LAMARA JONES DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000214 DEBORAH KENYON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000216 KRISTIE LAMBERT DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000218 TAMMY LEE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000219 SHELLY LEIGH DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000222 MARIA LOPEZ DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000223 MYNISHIA MALONE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000224 CAROLYN MANN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000227 LASHAWN MARTIN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000229 EDIE MARTZALL DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000230 LUELLEN MCCLESKEY DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000238 RONDA MOORE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000239 CARRIE MORENO DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000242 HEIDI MULLER DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000248 TERESA PERRIN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000250 CECELIA PILGRIM DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000251 STACI POLLARD DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000252 CAROLYN PULLEN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000253 KATHY RAKE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000255 PAM REDFORD DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000257 BRIDGET RICHARDS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000264 RACHELLE SANDERS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000265 THERESA SHIRLEY DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000266 VICTORIA SISSOM DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000267 LATOSHA SLOAN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021

00000269	ANGELA SMITH DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000271	SHANNON SMITH DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000278	MELISSA TAYLOR DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000279	JULIE TUCKER DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000280	KENYETTA TURNER DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000281	YOLANDA TURNER DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000282	KAMI TYLER DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000283	TAMMY VOEGELI DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000284	CHRISTY VUNETICH DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000286	ELIZABETH WALLACE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000287	LISA WALSTON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000288	TAMMY WARD DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000289	KIMBERLY WATSON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000290	TINA WEAVER DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000291	ORAL WESLEY DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000295	SHERRY WILLIAMS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000298	BERNITA WILSON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000314	GARY DUVALL DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000329	NICOLE DUCK DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000335	OKLAHOMA STATE DEPARTMENT OF EDUCATION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5i. - Institutions of Post-Secondary Education/Training	12/08/2021
00000336	CITY OF ANTLERS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000337	CITY OF HUGO	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000338	CITY OF IDABEL	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000340	OKLAHOMA ASSOCIATION OF COMMUNITY ACTION AGENCIES	Community Partner	Community-Wide Partnerships	12/13/2021	B.5l. - Statewide Associations or Collaborations	12/13/2021
00000343	OKLAHOMA HEALTH CARE AUTHORITY	Community Partner	Community-Wide Partnerships	12/09/2021	B.5k. - Health Service Organizations	12/09/2021
00000349	SOUTHEASTERN OKLAHOMA STATE UNIVERSITY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5i. - Institutions of Post-Secondary Education/Training	12/08/2021
00000351	DRUG FREE COMMUNITIES	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021

00000359 DEEP FORK COMMUNITY ACTION FOUNDATION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000362 INCA COMMUNITY SERVICES	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000380 OKLAHOMA HOUSING FINANCE AGENCY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5l. - Statewide Associations or Collaborations	12/08/2021
00000388 LIFT TRANSIT SYSTEM	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000392 CASA- LIFT	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000396 MEN UNITED	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000411 UNIVERSAL HOUSING DEV CORP RUSSELLVILLE, AR	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000419 FAMILY RESOURCES OF N.O. INC NEW ORLEANS, LA	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000436 PUSHMATAHA COUNTY COALITION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000437 CHOCTAW COUNTY COALITION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000438 MCCURTAIN COUNTY COALITION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000439 ANTLERS MASONIC LODGE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000440 CHRISTIAN LIFE OUTREACH MINISTRIES	Community Partner	Community-Wide Partnerships	12/08/2021	B.5b. - Faith Based	12/08/2021
00000442 PINE MOUNTAIN TRAILS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000443 ANTLERS DEER FESTIVAL	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000444 CHOCTAW NATION	Community Partner	Community-Wide Partnerships	12/08/2021	Tribal Government	12/08/2021
00000445 PUSHMATAHA COUNTY MULTIDISCIPLINARY TASK FORCE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000446 CHOCTAW COUNTY MULTIDISCIPLINARY TASK FORCE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000447 MCCURTAIN COUNTY MULTIDISCIPLINARY TASK FORCE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000448 PUSHMATAHA COUNTY COMMUNITY CRISIS RESPONSE TEAM	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000449 CHOCTAW COUNTY COMMUNITY CRISIS RESPONSE TEAM	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000450 MCCURTAIN COUNTY COMMUNITY CRISIS RESPONSE TEAM	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000451 PUSHMATAHA COUNTY COURTS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000452 CHOCTAW COUNTY COURTS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000452 CHOCTAW COUNTY COURTS	Community Partner	Community-Wide Partnerships	12/08/2021		
00000453 MCCURTAIN COUNTY COURTS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000454 THE CAMPBELL GROUP	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000474 KIAMICHI OPPORTUNITIES INC	Community Partner	Community-Wide Partnerships	12/09/2021	B.5a. - Non-Profit	12/09/2021
00000475 LIFT HEAD START	Community Partner	Community-Wide Partnerships	12/09/2021	B.5a. - Non-Profit	12/09/2021
00000476 OKLAHOMA DEPARTMENT OF TRANSPORTATION	Community Partner	Community-Wide Partnerships	12/09/2021	B.5d. - State Government	12/09/2021
00000477 OKLAHOMA TRANSIT ASSOCIATION	Community Partner	Community-Wide Partnerships	12/09/2021	B.5d. - State Government	12/09/2021
00000478 MODIVCARE INC	Community Partner	Community-Wide Partnerships	12/09/2021	B.5f. - For-Profit Business or Corporation	12/09/2021
00000479 FEDERAL TRANSIT ADMINISTRATION	Community Partner	Community-Wide Partnerships	12/09/2021	B.5e. - Federal Government	12/09/2021
00000480 FEDERAL HOME LOAN BANK	Community Partner	Community-Wide Partnerships	12/13/2021	B.5j. - Financial/Banking Institutions	12/13/2021

00000482 LARISSA LOTT DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000490 GRETТА EVANS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000491 TAMMY HOGAN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000493 KARON TEURMAN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000496 MONTOYA BOAZ DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000497 ANNA WHITE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000524 TERRY PARK	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000545 OKLAHOMA HEALTHCARE AUTHORITY	Community Partner	Community-Wide Partnerships	12/09/2021	B.5k. - Health Service Organizations	12/09/2021
00000546 SPROUTS DEVELOPMENT	Community Partner			B.5a. - Non-Profit	02/04/2021
00000550 BROKEN BOW POLICE DEPARTMENT	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000553 PROJECT GAIN	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000557 UNITED STATES DEPT. OF AGRICULTURE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5e. - Federal Government	12/08/2021
00000565 MEGAN HORN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000569 CHARLESIA KOSANKE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000570 LATOYA BILLS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000574 RED RIVER HOOPS CLUB	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000576 OKLAHOMA CASA	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000577 NATIONAL CASA	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000578 PUSHMATAHA COUNTY SHERIFF DEPARTMENT	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000579 MCCURTAIN COUNTY SHERIFF DEPARTMENT	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000580 KIDS KOTTAGE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000581 WEE CARE PREGNANCY CENTER	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000582 THE MASONS OF ANTLERS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000583 THE MASONS OF TUSKAHOMA	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000583 THE MASONS OF TUSKAHOMA	Community Partner	Community-Wide Partnerships	12/08/2021		
00000586 NEW BEGINNINGS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5b. - Faith Based	12/08/2021
00000624 NEIGHBORWORKS AMERICA	Community Partner	Community-Wide Partnerships	12/13/2021	B.5e. - Federal Government	12/13/2021
00000627 PENNEY RODGERS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000630 MY BROTHERS PLACE	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000644 OKLAHOMA DEPARTMENT OF COMMERCE	Community Partner	Community-Wide Partnerships	12/13/2021	B.5d. - State Government	12/13/2021
00000645 OKLAHOMA ATTORNEY GENERALS OFFICE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5d. - State Government	12/08/2021
00000646 CELESTINE WATSON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000647 CRYSTEL BURDEN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000649 DESTINY SANDERS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021

00000651	KATRINA PICKETT DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000653	KEISHA LEWIS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000655	LINNEA DOWDEY DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000656	MAGGIE MONROE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000659	SHARON JOHNSON DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000660	SUSAN HOYLE DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000661	WAVEETA CONCHITIAS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000674	TAMMY NEAL DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000676	HEIDI WIMP DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000677	REBECCA MARTIN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000678	JENNIFER DUNCAN DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000680	TANYA REVELS DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000682	KELSIE KELLEY DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000684	JAYLENE TAYLOR DCH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000690	HAPPY HEARTS EARLY LEARNING CENTER- JENNA BECKWITH	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000694	CRAWFORD SEBASTIAN COMMUNITY DEVELOPMENT COUNCIL	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000695	NORTHWEST REGIONAL HOUSING AUTHORITY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5c. - Local Government	12/08/2021
00000696	NORTHEAST COMMUNITY ACTION CORPORATION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000697	NATIONAL RURAL HOUSING COALITION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000698	SOUTHWEST REGIONAL HOUSING AND CDC	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000699	TIERRA DEL SOL HOUSING CORPORATION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000700	ZUNI HOUSING AUTHORITY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000701	TRI-COUNTY INDIAN NATIONS CDC	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000702	INTER-LAKES COMMUNITY ACTION PARTNERSHIP, INC	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000703	COMMUNITY DEVELOPMENT CORPORATION OF BORWNSVILLE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000704	PROYECTO AZTECA, INC	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000705	LOWER VALLEY HOUSING CORPORATION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000706	NATIONAL RURAL SELF-HELP HOUSING ASSOCIATION	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000708	HOUSE ON THE ROCK- MCCURTAIN COUNTY	Community Partner	Community-Wide Partnerships	12/08/2021	B.5b. - Faith Based	12/08/2021
00000715	LIFT SELF-HELP HOUSING	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021

00000728 CATHY RUTHERFORD	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000729 LUVNIQUE LEE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000730 KENDRA WILLIAMS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000731 CHERLANDRA FLETCHER	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000732 YVETTE SNELL	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000733 MONIQUE HAMPTON	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000734 RACHEL GOIN	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000735 SAMANTHA SNEAD	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000736 FELECIA JONES	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000737 CHASITIE WOLFE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000738 AURIEL GREEN	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000739 WHITNEY HARRIS	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000740 YOLANDA LEE	Community Partner	Community-Wide Partnerships	12/08/2021	B.5f. - For-Profit Business or Corporation	12/08/2021
00000742 SOUTHERN WORKFORCE BOARD	Community Partner	Community-Wide Partnerships	12/08/2021	B.5a. - Non-Profit	12/08/2021
00000743 BIG 5 COMMUNITY ACTION	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000744 CHOCTAW ELECTRIC	Community Partner	Community-Wide Partnerships	12/13/2021	B.5f. - For-Profit Business or Corporation	12/13/2021
00000745 PSO ELECTRIC	Community Partner	Community-Wide Partnerships	12/13/2021	B.5f. - For-Profit Business or Corporation	12/13/2021
00000746 COMMUNITY RESOURCE TECHNICIAN, INC	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000747 KOESTER NON PROFIT SERVICES	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000748 LIBERTY RESTORATION COMMUNITY DEVELOPMENT	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000749 INTEGRITY HOMEBUYERS ASSOCIATION	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000750 HABITAT FOR HUMANITY ST. TAMMY WEST	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000751 DELTA AREA ECONOMIC OPPORTUNITY CORP.	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000752 HIGH PLAINS COMMUNITY DEVELOPMENT CORP.	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000753 BLUE VALLEY COMMUNITY ACTION	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000754 NEIGHBORWORKS NORTHEAST NEBRASKA	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000755 HELPING HANDS NOW	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000756 NEIGHBORHOOD HOUSING SERVICES OF OKC	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000757 NEIGHBORHOOD HOUSING SERVICES OF WACO, INC	Community Partner	Community-Wide Partnerships	12/13/2021	B.5a. - Non-Profit	12/13/2021
00000758 FAMILY DESTINY	Community Partner	Community-Wide Partnerships	12/14/2021	B.5a. - Non-Profit	12/14/2021

00000759 ED 360	Community Partner	Community-Wide Partnerships	12/14/2021 B.5a. - Non-Profit	12/14/2021
00000760 SOUTHEAST NEBRASKA DEVELOPMENT DISTRICT	Community Partner	Community-Wide Partnerships	12/14/2021 B.5a. - Non-Profit	12/14/2021
00000761 USDA RURAL DEVELOPMENT	Community Partner	Community-Wide Partnerships	12/13/2021 B.5e. - Federal Government	12/13/2021