



EAST ARKANSAS
YOUTH SERVICES INC

Madelyn P. Keith,
Executive Director



CREDIBILITY • INTEGRITY • ACHIEVEMENT

Accredited January 2009



Member Agency



Member Agency



Member Agency

September 28, 2018

To: Community Stakeholders
From: East Arkansas Youth Services, Inc.
Re: Annual Report 2017-2018

Please find enclosed the agency's Annual Report for the Fiscal Year 2017-2018. The fiscal year began July 1, 2017 and ended June 30, 2018.

This report contains in addition to statistical and financial data, information about our performance quality improvement efforts and recent updates and revisions to our long range strategic plan. It also contains information about our outcome measurement efforts in our program components.

This is an opportunity for you to provide feedback about our organization and our services. When feedback or suggestions are provided, we use the information in the development of our quality assurance and improvement efforts and our long-term goals.

We also welcome input from our community stakeholders regarding our services at any time. You may also visit our website at www.eays.org or our *Facebook* page **East Arkansas Youth Services, Inc.** for additional information about our organization.

If you have any questions or comments, feel free to contact me or one of our Board Members listed below.

Thank you for your continued support.

Madelyn P. Keith, MBA
Executive Director/CEO
madelyn.keith@eays.org

Board of Directors:

Tony Wilson, President - Marion
Mary Beth Doler, Vice President- Forrest City
Kelsey Hensley, Secretary/Treasurer-Marion
LaTwon Whitby - Forrest City
Carl Weatherford - Wynne

Enclosures (1)



**EAST ARKANSAS
YOUTH SERVICES, INC.**

104 Cypress, Marion, AR 72364
Madelyn P. Keith, Executive Director/CEO

**EAST ARKANSAS YOUTH SERVICES, INC.
2017-2018
ANNUAL REPORT TO STAKEHOLDERS**

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2017/2018 Financial Statement/Report

	<u>Statement of Activities</u>
Total Support and other Revenues	\$1,710,099
Total Expenses	<u>\$1,634,105</u>
Balance	\$75,994

	<u>Statement of Cash Flows</u>
Cash, beginning of year	\$670,625
Cash, end of year	<u>\$803,790</u>
Increase in cash	\$133,165

Net Assets Adjusted Beginning of Year	\$1,793,293
Net Assets Year End	<u>\$1,869,287</u>
Balance	\$75,994

15% Expenses to Admin/Support
85% Expenses to Programs/Services

Financials audited by: Watkins Uiberall, PLLC

5 Year Comparison of Financial Statements

	2013/2014	2014/2015	2015/2016	2016/2017	2017-2018	Difference after 5 years	
Statement of Activities							
Income	\$1,371,513	\$1,388,371	\$1,559,921	\$1,540,636	\$1,710,099	\$338,586	
Expenses	\$1,379,582	\$1,394,450	\$1,521,450	\$1,551,456	\$1,634,105	\$284,523	
Balance	-\$8,069	-\$6,079	\$38,471	-\$10,820	\$75,994	\$89,497	↑
Statement of Cash Flows							
Cash, beginning of year	\$619,081	\$654,118	\$644,374	\$701,987	\$670,625	\$51,544	
Cash, end of year	\$654,118	\$644,374	\$701,987	\$670,625	\$803,790	\$149,672	
Increase in cash	\$35,037	-\$9,744	\$57,613	-\$31,362	\$133,165	\$184,709	↑
* Net Assets Adjusted Beginning of Year							
* Net Assets Year End	\$1,779,790	\$1,771,721	\$1,765,642	\$1,804,113	\$1,793,293	\$13,503	↓
	\$1,771,721	\$1,765,642	\$1,804,113	\$1,793,293	\$1,869,287	\$97,566	
	-\$8,069	-\$6,079	\$38,471	-\$10,820	\$75,994	\$89,497	↑
Expenses to Admin/Support							
	16%	17%	16%	16%	15%	1%	↓
Expenses to Programs/Services							
	84%	83%	84%	84%	85%	1%	↑
Financials audited by:							
	Watkins Liberal	Watkins Liberal	Watkins Liberal	Watkins Liberal	Watkins Liberal		

*Notes

* Increase over 5 years

* Increase over 5 years

* Increase over 5 years

* Below the IRS recommendation

* Above the National Average

While this is usually viewed as good it can have a negative impact on the agency as a whole and quality of services.

East Arkansas Youth Services - 2017/2018
COMPREHENSIVE AGENCY SNAPSHOT OF SERVICES

Services	Cross	Lee	Monroe	Phillips	St. Francis	Woodruff	Crittenden	Craighead	Pike	Mississippi	Jackson	Pulaski	Sebastian	TOTAL
DYS /CYS														
Casework	16	8	10	29	31	8	68	0	0	0	0	0	0	170
Casework - Group	4	2	5	16	13	1	28	0	0	0	0	0	0	69
Aftercare	4	1	5	9	6	1	19	0	0	0	0	0	0	45
Aftercare - Group	3	0	2	3	1	0	7	0	0	0	0	0	0	16
Emergency Shelter	0	0	1	4	2	0	0	0	0	0	0	0	0	7
Emergency Shelter - Sanc.	3	0	0	1	0	0	4	0	0	0	0	0	0	8
IST	4	2	4	2	3	0	17	0	0	0	0	0	0	32
Day Services	0	0	0	0	0	0	11	0	0	0	0	0	0	11
Day Services - Non Sanc	0	0	0	0	0	0	10	0	0	0	0	0	0	10
Interstate Compact	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Therapy	1	0	0	0	1	0	16	0	0	0	0	0	0	18
SUBTOTAL	35	13	27	64	57	10	181	0	0	0	0	0	0	387
GED Program	0	0	0	0	1	0	42	1	0	0	0	0	0	44
DCFS	1	0	1	4	2	4	10	3	12	3	1	2	1	44
Emergency Shelter & Residential														0
GRAND TOTAL	36	13	28	68	60	14	233	4	12	3	1	2	1	475

* This is not unduplicated

1st Judicial District Counties 219 other counties
 2nd Judicial District - Crittenden + 252

* All Provided with a GED Service (tested, transported, instruction, etc.)
 23 out of 44 assessed were enrolled full time and 4 graduated with a GED

Other counties (8) 3
 Groups (Substance Abuse) 1st and 2nd JD Combined with JJD
 Total youth and/or Parents Served in Groups 99 Unduplicated
 Average Served per month 28
 Average weekly attendance 7

Community Service Events
 1st Judicial District Counties 25
 2nd Judicial District - Crittenden only 57
 Total 82

Staff hours providing service
 Parenting Sessions 22 Attendees 66
 Totals 22 Attendees 66
 Average 2 monthly per session 3

Boys To Men Events - Structured Recreation / Motivational Life Skills Session
 Annual Total of Monthly Attendees 1,175 Duplicated
 Average Monthly Served 98
 Average Weekly Served 25
 Average attendance per sess 25

TOTAL # of EVENT Sessions for the year 258
 (District Wide)

Court Appearance - Times EAYS
 1st Judicial District Counties Appeared in court 109
 2nd Judicial District - Crittenden only 39
 Total 148

Staff Hours in Court
 1st Judicial District Counties 590.00
 2nd Judicial District - Crittenden only 107.50
 Total 698

* Group Events, Community Service & Presentations are not reflected in the
 DYS State database with regard to number of clients served.
 Not even units of service are reflected in the annual reports.
 Services and clients served have been manually counted from
 agency records.

East Arkansas Youth Services - 2017/2018
 CLASSIFICATION

Classification	Cross	Lee	Monroe	Phillips	St. Francis	Woodruff	Crittenden	Craighead	Poinsett	Mississippi	Jackson	Pulaski	Sebastian	TOTAL
DYS/CYS	0	1	0	3	2	0	8	0	0	0	0	0	0	14
Diversion	6	1	7	14	20	4	24	0	0	0	0	0	0	76
Adj Fins	10	6	4	16	10	4	58	0	0	0	0	0	0	108
Adj Delinq.	4	1	5	9	6	1	19	0	0	0	0	0	0	45
Aftercare	0	0	0	0	0	0	1	0	0	0	0	0	0	1
ISC	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Subtotal	20	9	16	42	38	9	110	0	0	0	0	0	0	244
GED														
16 & 17 yr olds	0	0	0	0	1	0	42	1	0	0	0	0	0	44
At Risk, FINS & Delinquents														
DCFS														
Foster Care	1		1	4	2	4	10	3	12	3	1	2	1	44
Grand Total	21	9	17	46	41	13	162	4	12	3	1	2	1	332

*This is not unduplicated

1st Judicial District Counties 147
 2nd Judicial District - Crittenden + 181
 Other Counties 4
 Grand Total 332

EAST ARKANSAS YOUTH SERVICES, INC.
 YOUTH SERVED BY RACE/GENDER/PROGRAM
 JULY 1, 2017 - JUNE 30, 2018

Juvenile Justice	Cross	Lee	Monroe	Phillips	St. Francis	Woodruff	Crittenden	Craighead	Ponca	Mississippi	Jackson	Pulaski	Sebastian	TOTAL
White	9	3	4	4	8	4	27	0	0	0	0	0	0	59
African-Amer	11	6	12	36	28	5	75	0	0	0	0	0	0	173
Hispanic/White	0	0	0	0	0	0	3	0	0	0	0	0	0	3
Hispanic/Black	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	1	0	0	0	0	0	0	0	0	1
SubTotal	20	9	16	40	37	9	105	0	0	0	0	0	0	236
GED Program														
White	0	0	0	0	0	0	22	1	0	0	0	0	0	23
African-Amer	0	0	0	0	0	1	20	0	0	0	0	0	0	21
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SubTotal	0	0	0	0	0	1	42	1	0	0	0	0	0	44
Foster Care Youth														
White	1	0	0	2	0	4	1	1	12	1	0	0	1	23
African-Amer	0	0	1	2	2	0	8	2	0	2	0	2	0	19
Other	0	0	0	0	0	0	1	0	0	1	0	0	0	2
SubTotal	1	0	1	4	2	4	10	3	12	3	1	2	1	44
Grand Total	21	9	17	44	39	14	157	4	12	3	1	2	1	324

The unduplicated count does not include numbers served in the prevention or non court involved youth in the B2M/SA or other supplemental programs.

* High number of minority youth served.

105 White
 213 African-Amer
 6 Other
 324 Unduplicated

Juvenile Justice	Cross	Lee	Monroe	Phillips	St. Francis	Woodruff	Crittenden	Craighead	Ponca	Mississippi	Jackson	Pulaski	Sebastian	TOTAL
Male	16	8	14	25	24	5	71	0	0	0	0	0	0	163
Female	4	1	2	15	13	4	34	0	0	0	0	0	0	73
Subtotal	20	9	16	40	37	9	105	0	0	0	0	0	0	236
GED Program														
Male	0	0	0	0	0	1	20	0	0	0	0	0	0	21
Female	0	0	0	0	0	0	22	1	0	0	0	0	0	23
Subtotal	0	0	0	0	0	1	42	1	0	0	0	0	0	44
Foster Care Youth														
Male	0	0	0	1	0	2	4	3	6	0	0	1	0	17
Female	1	0	1	3	2	2	6	0	6	3	1	1	1	27
Subtotal	1	0	1	4	2	4	10	3	12	3	1	2	1	44
Grand Total	21	9	17	44	39	14	157	4	12	3	1	2	1	324

* High number of male youth served.

201 Male
 123 Female
 324 Unduplicated

1st Judicial District Counties 144
 2nd Judicial District - Crittenden + 177
 other counties 3
 Grand total 324 Unduplicated

5 year comparison of numbers served

Unduplicated # of Clients Served	2013/2014	2014-2015	2015-2016	2016-2017	2017-2018	Variance	Notes
						from previous year	
Juvenile Justice DYS	273	295	255	223	236	13 ↑	* Innovation Grants increased funding for Juvenile Justice population
not enrolled in public school GED	70	56	48	47	44	-3 ↓	* Lost the GED teacher in May No replacement to date
Child Welfare DCFS	22	18	38	56	44	-12 ↓	* Less referrals due to DCFS policy changes and longer lengths of stay for those in services
Totals	365	369	341	326	324	-2 ↓	

EAYS, Inc. – Performance Quality Improvement Goals 2017-2018

1) Client Satisfaction:

To maintain at least 85% satisfaction with services.

Goal Achieved

100% of clients surveyed reported services being helpful at closing of the case.

Also, 96% of clients surveyed indicated satisfaction at the 15-day assessment.

Notes: 97% would call or come back if they needed assistance. This is significant and staff members were eager to share testimonials of youth maintaining contact to visit and seek guidance.

2) Educational Progress in Residential Services:

To increase Grade Level Averages of TABE scores by one grade level between pre and post testing in 50% of youth in residential services for at least 30 days and/or more.

Goal Achieved

53% of students tested after 30 days increased grade levels by a full grade level in reading and math.

Notes: Further, 88% were enrolled in school after discharge if not awarded the GED. (This is an additional goal under the Title I Program.)

During the school year 17/18, the GED Instructor continued tutoring at the shelter (3) days per week for (1) hour. It is determined that this makes a significant difference in the students' success and increasing scores. However, the teacher resigned in May and we have not found a replacement.

3) Finance:

To continue to have "clean" or "unqualified" independent audits and internal quarterly reviews with no "findings" (ex: issues of non-compliance).

Goal Achieved

The agency was given a "clean" or "unqualified" audit by the accounting firm of Watkins & Uiberall PLLC on September 27, 2018. Further, there have been no deficiencies cited during internal quarterly QC reviews or from monitoring by outside agencies.

4) Staff Turnover:

To show no increase in the staff turnover rate, if there are no downsize efforts.

Goal Achieved – Turnover rate in 2017-2018 was 29% or 11 out of 39 positions/staff. This was the same percentage as the previous year.

Notes: Seven of the 11 positions involved were in the Residential component (4 part-time and 3 full-time)

*(2) – Pay

*(2) – Moving from the area

*(1) - Retired

*(5) – Personal Reasons

*(1) – Illness

5) Organizational Safety:

To maintain a low number of accidents. (No more than 1 per quarter or 4 annually.)

Goal Not Achieved

There were a total of (5) accidents for year.

Notes: All were minor to NO injuries or damages. One was a fall off site but during work assignment. We were over making the goal by one of no more than (1) per quarter.

6) Work/Service Environment:

To maintain a low number of grievances with none being filed as the goal.

Goal Achieved

There were a total of (0) grievances filed for the total agency in 17/18.

7) **Service Delivery – Record Keeping:**

To maintain (0) findings in the external reviews of records while working towards achievement of the same standard of accuracy with the agency’s internal standards and reviews.

Goal Achieved

There were no findings by external agencies that required corrective action of any substantial significance.

Notes: Any issues cited were corrected immediately. Internal reviews or audits of cases by supervisors do find errors and issues of non-compliance. It is determined that our agency internal audits are more exhaustive. The agency scrutinizes our work more than outside agencies do and when errors are found we make corrections if possible.

8) **Service Delivery – Therapeutic Setting:**

To maintain a low number of serious incidents in 10% or less of total clients served.

(Serious incidents classified as: AWOL, Arrest and Suicidal Threats / Gestures, Medical Emergencies including loss of life)

Goal Not Achieved

There were (12) youth involved in serious incidents in the residential component in comparison to (59) clients served which averages to 21% of clients served in this component were involved in a serious incident. There were (47) youth involve in serious incidents in comparison to (265) clients served in all nonresidential services which averages to 18% of all non-residential clients served were involved in serious incidents.

The unduplicated count of clients served in all components was (324). The overall number of clients involved in serious incidents was (59).

Therefore, on average, 19% of clients served by the agency were involved in serious incidents as defined above.

Notes: This goal is related to NUMBER OF YOUTH INVOLVED IN SERIOUS INCIDENTS COMPARED TO TOTAL CLIENTS SERVED

This is only an average as many of the incidents involve the same clients and therefore can exaggerate the percentage. There remain a high number of arrests of nonresidential clients especially in “pockets” of the EAYS service area where crime, gang activity and poverty levels are also high. There was one death on the grounds at one of our sites. Although this youth was not on our services at the time of the incident he had been a resident of the facility. This incident involved a gun and the police who shot and killed him on the grounds.

9) **Client Outcome:**

Goal Achieved

To show progress (or maintain, if at the most desired level) in 50% of all applicable cases in the areas measured of School, Family & Justice System.

Notes: Although collected internally, EAYS does not have the ability “in-house” to compile and maintain this data for DYS services and we are currently relying on the data system of the State Agency of DYS for this. This presents a challenge for demonstrating the accomplishment of this goal. Therefore we are revising this goal to something that is measureable at this time.

School

Residential - 53% of students tested after 30 days increased grade levels by a full grade level in reading and math. 88% were enrolled in school after discharge unless they had obtained the GED. (This is an additional goal under the Title I Program.)

Non Residential- 17% students enrolled in the GED program &receiving instruction obtained their GED during this cycle.

Justice System

Residential - 2% of clients being served were arrested or obtained new charges while in the program

Non-Residential – 10% of clients being served were arrested or obtained new charges while in the program

Additionally, 100% of clients surveyed reported services being helpful at closing of the case.

(96% of clients reported satisfaction at the 15-day assessment & 97% indicated that they would call or come back if they needed assistance)

QA 9/2018

TKH/MPK

Board Rev 9/27/2018

EAYS, Inc. – Performance Quality Improvement Goals 2018-2019

- 1) **Client Satisfaction:**
To maintain at least 90% satisfaction with services.
 - We have consistently for the last several years maintained more than 90% in this area.

- 2) **Educational Progress in Residential Services:**
To increase Grade Level Averages of TABE scores by one grade level between pre and post testing in 50% of youth in residential services for at least 30 days and/or more.
 - Explore the possibility of expanding this to other components beyond residential services for implementation possibly looking at a sample population, for example: DYS committed youth. This may have to be revised due to a change in the TABE Exam.

- 3) **Finance:**
To continue to have “clean” or “unqualified” independent audits and internal quarterly reviews with no “findings” (ex: issues of non-compliance).

- 4) **Staff Turnover:**
To show no increase in staff turnover, if there are no downsize efforts.
 - Explore & examine our recruiting, application, hiring and orientation efforts or process.

- 5) **Organizational Safety:**
To maintain a low number of accidents. (No more than 1 per quarter or 4 annually.)
 - Continue with the Relias Learning web based training curriculum which has training that addresses workplace safety.

- 6) **Work/Service Environment:**
To maintain a low number of grievances with none being filed as the goal.
 - Continue with our QC/PQI efforts asking for feedback and input from all staff.

- 7) **Service Delivery – Record Keeping:**
To maintain (0) findings in the external reviews of records while working towards achievement of the same standard of accuracy with the agency’s internal standards and reviews.

- 8) **Service Delivery – Therapeutic Setting:**
To maintain a low number of serious incidents in 10% or less of total clients served.
(Serious incidents classified as: AWOL, Arrests and Suicidal Gestures, Medical Emergencies including loss of life)
 - Continue with the Power Source curriculum with individual and group clients agency wide in all service components.

- 9) **Client Outcome:**
To show progress in 50% of all applicable cases in the areas that we have the means to measure which are at this time :1) Educational Progress/School, 2) Justice System / Therapeutic Environment,3) Client Satisfaction .

Reviewed/Updated : 1/11/2018

GOALS	Status/Progress	Comments
<p>Funding or Financial</p> <p>1. Stabilize and increase funding</p> <p>PRIORITY</p> <p>A specific goal of the Board is to initiate a fundraising effort in FY 17-18</p>	<p>Initiated, In Progress and Continuous</p> <p>New progress</p> <p>In FY 17/18</p>	<p>The agency has several initiatives towards these efforts at this time. Some involve a high level of Board effort and all involve the CEO or administration.</p> <p>2-yr DYS Innovation Grants increased budget by \$185,000 per annum Working toward being a Medicaid Provider</p>
<p>Capacity</p> <p>2. Increase the number served</p>	<p>Initiated but needs attention</p> <p>New progress</p> <p>In FY 17/18</p>	<p>To increase number served we must increase funding and in some areas, the physical plant. Residential for foster care has increased To develop new programs and expand physical plant we must have more resources. Efforts to expand to Lee Co. not successful due to DCFS. Resources and Services expanded through DYS Innovation Grants</p>
<p>Accessibility</p> <p>3. Have a physical presence in each county served</p> <p>PRIORITY</p>	<p>Initiated and New progress</p> <p>In FY 17/18</p>	<p>To expand our physical plant we must also stabilize and increase resources and funding. Efforts to expand to Lee Co. not successful due to DCFS. Specifically need a physical presence in Phillips Co. to meet with clients and have groups, events, etc..</p> <p>Services expanded in Cross Co. Full-time staff and service through Day Evening Reporting Center</p>
<p>Capability and Capacity</p> <p>4. A more complete continuum of services across the service area. Increase services and programs available in all counties.</p>	<p>Initiated and New progress</p> <p>Also a continuous effort.</p> <p>New progress</p> <p>In FY 17/18</p>	<p>We want to fill in the gaps in our continuum. We want to restore the group home to its full capacity. We have resumed taking females in residential. We want to be able to have groups, day services/GED, parenting, structured recreation and other events in all of our service area, which will require an expansion of the physical plant and restoration of resources.</p> <p>Resources and Services expanded through DYS Innovation Grants</p>
<p>Social Responsibility/Improvement</p> <p>5. Reduce the rates of youth committed to DYS in our service area. Maintain acceptable numbers.</p>	<p>Initiated and in progress</p>	<p>The agency has some initiatives through partnerships statewide towards these efforts at this time. There is currently an REFORM EFFORT in progress with should impact this goal.</p> <p>We have maintained commitments in most counties.</p>
<p>Technology and Accountability</p> <p>6. Develop the capability to collect data and measure outcomes independent of government agencies</p>	<p>Initiated</p> <p>Needs attention</p>	<p>The agency is currently collecting large amounts of data but maintaining this is largely relying upon state agencies to compile and maintain. To get the information that we need to show effectiveness and accuracy we need to do this in-house. Efforts with other providers did not come to fruition.</p>

* ACTION STEPS FOR EACH GOAL OF THE PLAN ARE INCLUDED IN THE COMPLETE COMPREHENSIVE VERSION

Core Values	Core Competencies	Brand Promise
<p>*Results driven</p> <p>*Everyone has potential</p> <p>*Team Initiative - "Jump-In"</p> <p>*Treat the individual</p> <p>*Relentless in efforts</p> <p>*Motivated - Self Driven</p> <p>*Resourceful & Creative</p>	<p>Continuum of Care Approach</p> <p>Strength in Training Caseworker Staff</p> <p>Case plan Development - Process provides:</p> <p>Framework</p> <p>Purpose</p> <p>Contingency</p> <p>Consistency</p>	<p>EAYS services are effective.</p> <p>Youth who complete programs and services with EAYS do not re-offend.</p> <p>(Parameters & Benchmarks - See PCI Plan)</p>
<p>Purpose</p> <p>To give youth who are challenged due to educational, socioeconomic, or other risk factors, the opportunity to change the course of their lives.</p>		

The mission of East Arkansas Youth Services, Inc. is to provide a comprehensive continuum of care to include therapeutic, educational, and advocacy services, to youth and their families, and to instill motivation and courage to empower them to become healthy and productive members of their communities.

East Arkansas Youth Services, Inc. - Board List 2017-2018
Served any time during the period July 1, 2017 through June 30, 2018

BOARD MEMBERS	HOME/WORK ADDRESS	County of Residence	OCCUPATION/REMARKS	HomePhone	WorkPhone	Exps yr/terms		E-Mail
Mary Beth Doler - Vice PRES. Female/White	1884 Montrose Dr. FC AR 72335	St. Francis	Chamber of Commerce	870-270-0501		1/1/2020	2nd Term	marybeth@forrestcitychamber.com
Antwan "Tony" Wilson -PRES. Male/Black	400 Charleston Cove,Marion 72364	Crittenden	Pastor, consultant, funeral direct		cell 870-514-0515	1/1/2020	2nd Term	twilson6702@gmail.com
Kelsey Hensley Female/White	1 Alia Visia Drive, Marion 72364	Crittenden	Private Business Owner	901-490-1849	cell	1/1/2019	1st Term	kelseyvirani@gmail.com
LaTwon Whitby Male/Black	3402 W. Broadway, Forrest City	St. Francis	Food Pantry Manager	970-270-0825	cell	1/1/2019	1st Term	Twonwhitby@icloud.com
Jarnel Bell Male/Black	92 Elizabeth Cover, Marion 72364	Crittenden	Educational Consultant	870-735-2056		1/1/2020	DID NOT COMPLETE TERM - resigned	jarnelbell@yahoo.com
Carl Weatherford Male/White	10 CR 393, Wynne, AR 72396	Cross	Pastor - Ridgewood Baptist Church	870-362-1900		1/1/2021	1st Term	carl@ridgewoodbaptistfar.org

Board Meetings are the 4th Thursday of each QUARTER unless otherwise specified.

Auditor --- Daniel Moore - CPA

Watkins Ulberall PLLC

Memphis, Tennessee

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