



Jessica Sampley
Executive Director

September, 2020

To: Community Stakeholders
From: East Arkansas Youth Services, Inc.
Re: Annual Report 2019-2020



Please find enclosed the agency's Annual Report for the Fiscal Year 2019-2020. The fiscal year began July 1, 2019 and ended June 30, 2020.

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.

Jessica Sampley
Executive Director
jessica.sampley@eays.org

Board of Directors:

Carl Weatherford, President- Wynne
LaTwon Whitby, Vice President - Forrest City
Sherry Holliman, Secretary/Treasurer- Marion
Ramonda Henderson, Earle

Enclosures (1)



**EAST ARKANSAS
YOUTH SERVICES, INC.**

104 Cypress, Marion, AR 72364

**EAST ARKANSAS YOUTH SERVICES, INC.
2019-2020
ANNUAL REPORT TO STAKEHOLDERS**

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Executive Summary

During fiscal year 2019-2020, East Arkansas Youth Services, Inc. has continued to transition with changes in the administration. Each site and department have new leadership which helped with the implementation of new requirements set forth by major funding sources. Several veteran employees have transitioned into a new role which has increased their knowledge of the agency as a whole. During this fiscal year, like much of the world, EAYS has faced unprecedented times due to the global pandemic of COVID-19. The pandemic has impacted EAYS in several ways including causing a staff shortage at the Residential Group Home, less referrals as court was halted for several months, several protocols were put into place to ensure the safety and health of staff and clients, as well as changes in the delivery of services using technology to conduct virtual visits and meetings as necessary.

The organization has completed the first full year in the new service area which includes White and Prairie Counties. Over the past year the organization was able to develop a working relationship with 17th JD court staff/juvenile department which has relied on the services offered by EAYS to fulfill the needs that are assessed by the state mandated risk assessment (SAVRY). The commitment rate in White county is higher than the other service areas we serve. The agency continues to advocate for the youth who may need services offered before the need of commitment is necessary. Over this year we have been able to successfully implement and deliver services to the youth and their families in this area.

The organization continues to maintain a stable financial status. The agency did have in reserves at year-end enough cash on hand for 5-6 months of operating expenses. The organization's income has grown but only marginally over the last five years and the growth is almost entirely from additional State Government contract/grant money which is why the financial. The organization is hoping to become a Medicaid provider at some point. However, the transitional efforts and growth have presented more intensive efforts to prepare for this than were anticipated. The organization continues to receive clean independent audits and excellent monitoring reports from outside agencies.

During this year, the agency decreased in the total unduplicated number of clients served by (39). The number of clients that were served started decreasing when COVID-19 became a pandemic. Due to the pandemic, the agency was unable to provide GED/Day Services program or take Community-Based referrals to the residential group home in order to increase the safety of clients and staff and to follow the safety protocols of CDC as well as the Arkansas governor. Court was discontinued in all service areas during this time decreasing the number of referrals received. The organization has also completed the first full year with the QRTP population. Although these youth require a more extensive level of care, there has been success in ensuring stability for this population at the Group Home. Half of the population that have entered the program are coming up on their first full year at the EAYS.

With regard to Performance Quality Improvement (PQI), the agency achieved seven out of nine goals related to client satisfaction, finance, staff turnover, organizational safety, work/service environment, service delivery, and client outcomes. Data retrieval and compilations continue to present challenges with regard to measuring these goals in several areas of PQI.

With regard to Governance, it has been a challenge to find people interested and committed to serving such a widespread geographic area. To help with these challenges we have developed ways to hold virtual meetings and conference calls to increase participation. We are currently looking for board members to represent the new service area as well as other service areas. In 2019-2020 we were able to secure two more board members but also had two board members terms expire. We still have a small board and attempts at recruiting more board members have not always been successful.

It would be accurate to characterize 2019-2020 as a year full of challenges due to the pandemic, reaccreditation efforts, and new contractual requirements, but also a year of innovation and continued change and growth for the agency.

Prepared by: Jessica Sampley
CEO / Executive Director

2019/2020 Financial Statement/Report

	<u>Statement of Activities</u>
Total Support and other Revenues	\$2,520,798
Total Expenses	<u>\$2,126,886</u>
Balance	\$393,912

	<u>Statement of Cash Flows</u>
Cash, beginning of year	\$657,069
Cash, end of year	<u>\$1,087,055</u>
Increase in cash	\$429,986
Net Assets Adjusted Beginning of Year	\$1,934,876
Net Assets Year End	<u>\$2,328,788</u>
Balance	\$393,912
18% Expenses to Admin/Support	
82% Expenses to Programs/Services	

Financials audited by: Watkins Uiberall, PLLC

	2015/2016	2016/2017	2017-2018	2018-2019	2019-2020	Difference after 5 years	Notes
Statement of Activities							
Income	\$1,559,921	\$1,540,636	\$1,710,099	\$2,052,348	\$2,520,798	\$960,877 ↑	* The reason for substantial increase in 2019-2020 is the PPP Loan Program
Expenses	\$1,521,450	\$1,551,456	\$1,634,105	\$1,986,750	\$2,126,886	\$605,436 ↑	
Balance	\$38,471	-\$10,820	\$75,994	\$65,598	\$393,912	\$355,441 ↑	* In the balance of income over expense over 5 years
Statement of Cash Flows							
Cash, beginning of year	\$644,374	\$701,987	\$670,625	\$803,790	\$657,069	\$12,695	* In cash over 5 years
Cash, end of year	\$701,987	\$670,625	\$803,790	\$657,069	\$1,087,055	\$385,068	
Increase in cash	\$57,613	-\$31,362	\$133,165	-\$146,721	\$429,986	\$372,373 ↑	
Net Assets Adjusted Beginning of Year							
* Net Assets Year End	\$1,765,642	\$1,804,113	\$1,793,293	\$1,869,287	\$1,934,876	\$169,234	* In assets over 5 years
	\$1,804,113	\$1,793,293	\$1,869,287	\$1,934,876	\$2,328,788	\$524,675	
	\$38,471	-\$10,820	\$75,994	\$65,589	\$393,912	\$355,441 ↑	
Expenses to Admin/Support							
	16%	16%	15%	16%	18%		* Below the IRS recommendation
Expenses to Programs/Services							
	84%	84%	85%	84%	82%		* Above the National Average
Financials audited by:							
	Watkins Uiberall	Watkins Uiberall	Watkins Uiberall	Watkins Uiberall	Watkins Uiberall		

East Arkansas Youth Services - 2019-2020
 COMPREHENSIVE AGENCY SNAPSHOT OF SERVICES

Services	Cross	Lee	Monroe	Phillips	St. Francis	Woodruff	Chillicothe	Carthage	Polk	Mississippi	Jackson	Pratt	White	Saline	Greene	Pulaski	Ashley	Benton	Miller	Carr	Avadon	Wagon	TOTAL	
DYS /CYs																								
Casework	19	3	9	33	14	14	53					17	57	0	0	0	0	0	0	0	0	0	0	219
Casework - Group	5	2	0	15	3	1	20					16	40	0	0	0	0	0	0	0	0	0	0	102
Aftercare	2	3	1	6	5	0	23					0	25	0	0	0	0	0	0	0	0	0	0	65
Aftercare - Group	0	1	0	5	0	2	5					0	2	0	0	0	0	0	0	0	0	0	0	15
Emergency Shelter	2	0	0	1	0	0	1					2	0	0	0	0	0	0	0	0	0	0	0	6
Emergency Shelter - Sanc.	1	0	0	2	1	1	4					0	4	0	0	0	0	0	0	0	0	0	0	13
IST	6	0	0	4	1	0	8					0	2	0	0	0	0	0	0	0	0	0	0	21
Day Services	0	0	0	0	0	0	7					0	0	0	0	0	0	0	0	0	0	0	0	7
Day Services - Non Sanc	0	0	0	0	0	0	5					0	0	0	0	0	0	0	0	0	0	0	0	5
Interstate Compact	0	0	0	0	0	0	0					0	0	0	0	0	0	0	0	0	0	0	0	0
Therapy	1	0	0	0	0	0	10					0	0	0	0	0	0	0	0	0	0	0	0	11
Field Evaluation																								
SUBTOTAL	36	9	10	66	24	18	136	0	0	0	0	35	130	0	0	0	0	0	0	0	0	0	0	464
GED Program	0	0	0	0	0	0	19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19
DCFS																								
Emergency Shelter & Residential							5					0	1	1	1	4	1	1	1	1	1	1	1	25
GRAND TOTAL	36	9	11	66	27	18	160	0	0	2	0	35	131	1	1	4	1	1	1	1	1	1	1	508

* This is not unduplicated

ADDITIONAL/SUPPLEMENTAL SERVICES & PROGRAMS

Substance Use Groups - All Areas Combined

Total youth and/or Parents Served in Groups	62	Unduplicated
Average Served per month	15	
Average weekly attendance	5	

Community Service	Units of service	Staff Hours Providing Service
1st Judicial District Counties	269	134.5
2nd Judicial District - Crittenden only	275	137.5
17th Judicial District Counties	270	135
Total	814	407

Parenting	Sessions	Unduplicated # Served
2nd JD Crittenden	7	2
1st JD	17	30
17th JD	5	13
Total	29	45

Day Services	Units of Day Services	Hours of Class Time
Crittenden Site only		
19 * 12months	1326	663

Day & Evening Reporting Center Activities/ Events - Structured Recreation / Motivational Life Skills Sessions

Annual Total of Monthly Attendees	2027	Duplicated
Average Monthly Served	168	
Average Weekly Served	42	
Average attendance per session	18	
Number of Sessions	98	

Court Appearance	Units of service	Staff Hours In Court
1st Judicial District Counties	1513	378
17th Judicial District Counties	196	49
2nd Judicial District - Crittenden only	367	92
Total	2076	519

Includes Power Source, Parenting, Substance Abuse Groups & Structured Recreations/Motivational Life Skills (All Areas)

* Group Events, Community Service & Presentations are not reflected in the DYS State database with regard to number of clients served. Some services and clients served have been manually counted from agency records.

Classification	Cross	Lee	Monroe	Phillips	St. Francis	Woodruff	Franklin	Craighead	Poinsett	Mississippi	Jackson	Prairie	White	Saline	Greene	Pulaski	Ashley	Benton	Miller	Garland	Izard	Arkansas	Washington	TOTAL
DYS/CYS																								
Diversion	1	0	0	1	0	0	12						0											14
Adj Fins	7	0	4	21	4	9	12					9	13											79
Adj Delinq.	12	3	5	12	11	6	33					8	52											142
Aftercare	2	3	1	6	5	0	23						25											65
ISC																								0
Subtotal	22	6	10	40	20	15	80	0	0	0	0	17	90	0	0	0	0	0	0	0	0	0	0	300
GED Program																								
16 & 17 yr olds							19																	19
At Risk, FINS & Delinquents																								
Foster Care Youth							5						1	1	1	4	1	1	1	1	1	1	1	25
Foster Care			1		3					2														
Grand Total	22	6	11	40	23	15	104	0	0	2	0	17	91	1	1	4	1	1	1	1	1	1	1	344

17th Judicial District Counties 108
 1st Judicial District Counties 117
 2nd Judicial District - Crittender 106
 Other Counties 13
 Grand Total 344

*This is not unduplicated

5 year comparison of numbers served

Unduplicated # of Clients Served	5 year comparison of numbers served					Variance from previous year	Notes
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020		
Juvenile Justice DYS	255	223	236	316	287	-29 ↓	*The Court was suspended for several months.
not enrolled in public school GED	48	47	44	3	19	16 ↑	
Child Welfare DCFS	38	56	44	51	25	-26 ↓	
Totals	341	326	324	370	331	-39 ↓	* We believe that the decrease in numbers served is related to COVID 19

EAYS, Inc. – Performance Quality Improvement Goals 2019-2020

1) Client Satisfaction:

To maintain at least 90% satisfaction with services.

Goal Achieved

92% of clients surveyed reported services being helpful at closing of the case.

Also, 92% of clients surveyed indicated satisfaction at the 15-day assessment.

Notes: 92% would call or come back if they needed assistance.

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 Not Achieved

31% of students tested after 30 days increased grade levels but only 21% by a full grade level.

Notes: We attribute the non-achievement of this goal to the ending of school in March and students being quarantined to do school work while quarantined.

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 – No Audit findings.

The agency was given a “clean” or “unqualified” audit by the accounting firm of Watkins & Uiberall PLLC on September 18, 2020. Further, there have been no deficiencies cited during internal quarterly QA 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 2019-2020 was 32% or 15 out of 47 positions/staff. This was lower than the percentage the previous year which was 36%

Notes: 13 of the 15 positions involved were in the Residential component.

Of those surveyed at Exit:

*(7%) – Pay

*(21%) – Work Environment

*(7%) – Return to school/education

*(57%) – No reason given

*(15%) – Terminated by the agency

All residential staff did receive an increase in pay and all direct care staff also received a significant upgrade.

It should be noted that the demands of an increasingly more challenging population along with less conventional shifts or work time and weekend work do play a role in this statistic. Further, people were not motivated to work for \$10-\$11 per hour when they were paid more than this in employment benefits not to work during COVID-19 pandemic.

5) Organizational Safety:

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

Goal Achieved

There were only (2) accidents for the year.

Notes: Both were in the Residential Component. Both had injuries and had to seek medical attention. One, a staff was playing sports outside with clients, fell and injured her hand. The other was just walking from one building the next, tripped on the sidewalk and hurt her leg/foot.

6) Work/Service Environment:

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

Goal Achieved

There were (0) grievances filed for the total agency in 19/20.

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. There was a monitoring visit performed virtually during the pandemic shut down for the DYS contract, but no report has been issued to us to date on this review. Also, an internal review during the “working from home” stint found a staff person to be reporting to have contacts with clients when the staff person was not. This staff person was terminated.

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: Elopement or Runaways, Arrest, Suicidal Threats / Gestures, Medical Emergencies including loss of life & Allegations of Abuse against facility/staff)

Goal Not Achieved – but greatly improved from previous year.

There were 61 serious incidents involving a total of 47 youth meaning that some youth were involved in serious incidents multiple times.

With an unduplicated count of 331 youth across all services this computes to 15% of youth served were involved in serious incidents. This is a 7% decrease over the previous year and is significant.

The breakdown of service components indicates (35) or 58% of these incidents occurred in the residential component and (26) or 43% occurred in the nonresidential component.

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

There remains 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.

9) **Client Outcome:**

Goal Achieved - partially

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 revised this goal to something that is measureable at this time.

School - partial

Residential - 31% of students tested after 30 days increased grade levels but only 21% increased by 1 grade level or more. 77% were enrolled in school after discharge from the Group Home or had obtained the GED. (This is an additional goal under the Title I Program.) We also had one resident graduate from High School at Marion.

Non-Residential- At this time we do not have a computation of educational progress for non-residential clients.

Our GED program did resume this year but shut down in March due to the pandemic.

Justice System - achieved

Residential - 7% of clients being served were arrested or obtained new charges while in the program (3 out of 43)

Non-Residential – 8% of clients being served were arrested or obtained new charges while in the program (23 out of 288)

Additionally, 92% of clients surveyed reported services being helpful at closing of the case.

(92% of clients reported satisfaction at the 15-day assessment & 92% indicated that they would call or come back if they needed assistance)

QA REV by MPK 8/27/2020

QA Team Rev - 9/19/2020

CEO REV by JS 8/27/2020 & 9/19/2020

Board Rev 9/19/2020 & 9/24/2020

EAYS, Inc. – Performance Quality Improvement Goals 2020-2021

- 1) **Client Satisfaction:**
To maintain a minimum of 90% satisfaction with clients in all services with regard to:
Services being helpful
Staff person being helpful and kind
Staff or help being accessible to clients
The client would seek help with us again if needed
 - 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.

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

To increase the diversity of funding to the agency by 1-5%

- 4) **Staff Turnover:**
To decrease staff turnover in the residential component progressively over the 2019-2020 fiscal year from the beginning of the year to the end.
 - 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. This has been working well as accidents have remained very low. Also, practice drills for crisis situations, CPI training and other risk prevention measures have been productive.

- 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 .

EAYS, Inc. – Performance Quality Improvement Goals 2020-2021 - continued

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, Allegations of abuse, Medical Emergencies including loss of life)

- Continue with the Power Source curriculum with individual and group clients agency wide in all service components.
- Integrate more evidence-based practices related to Trauma Informed Care. We are implementing a new program in the group home related to this if funded by DCFS grant.

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

QA Rev MPK 8/27/2020

QA Team Rev – 9/19/2020

CEO REV JS 8/27/2020

Rev Board 9/19/2020

GOALS	Status/Progress	Comments
<p>1. Stabilize and increase funding</p> <p>PRIORITY</p>	<p>NEEDS ACTION</p> <p>Initiated. In Progress and Continuous</p> <p>New progress</p> <p>FY 2019-2020</p>	<p>Continue to maintain accreditation.</p> <p>Maintain/increase funding for our complete service area as expanded</p> <p>We were the successful respondent to DYS RFO for Region 14</p> <p>Applied for additional funds for QTRP Group Living Training/Program Curriculum</p> <p>The Development Director needs to be able to work on new funding sources as well as maintenance of current ones. Protecting more ability to do this with the QA position filled</p> <p>The number served was on the increase but has been reversed in the presence of COVID-19</p> <p>The number served in the Group Home has also been impacted by the agency's inability to hire and retained qualified direct care especially on the weekends.</p> <p>Attempting to implement a new staffing pattern at Group Home</p>
<p>2. Increase the number served</p>	<p>NEEDS ACTION</p> <p>Initiated but needs attention</p> <p>New developments</p> <p>FY 2019-2020</p>	<p>Counties where this is not physical site: Lee, Monroe, Phillips, Woodruff</p> <p>To expand our physical plant we must also stabilize and increase resources and funding.</p> <p>Specifically need a physical presence in Phillips Co. to meet with clients and have groups, events, etc. Provide greater visibility efforts</p> <p>We need more Board Representation from the Counties. Need serious recruitment efforts</p> <p>We want to fill in the gaps in our continuum.</p> <p>We have partially restored the group home to its full capacity when we resumed taking females in 2017-2018.</p> <p>Set backs during this 2019-2020 cycle with COVID-19</p> <p>GED services were restored with the return of public school</p> <p>Even with these we continue to expand Therapy, Substance Abuse Program and evidence based efforts.</p> <p>Career Coaching and Support began as a new service in July 2020</p> <p>Beginning 7/2020 the State began a backward approach to impacting this. Contracted providers are paid when youth are committed to DYS.</p> <p>This method is in contradiction with REFORM efforts.</p>
<p>3. Have a physical presence in each county served</p> <p>PRIORITY</p>	<p>NEEDS ACTION</p> <p>Last expanded</p> <p>FY 2018-2019</p>	<p>We have maintained commitments in most counties.</p> <p>The agency has been collecting large amounts of data but maintaining some of this is largely relying upon state agencies to compile and maintain.</p> <p>The state agency has changed some of this methods and reporting that will impact the amount and types of data we can retrieve. Now more than ever, to get the information that we need to show effectiveness and accuracy, we need to do this in-house.</p>
<p>4. A more complete continuum of services across the service area.</p> <p>Increase services and programs available in all counties.</p>	<p>Initiated and On - going</p>	<p>Even with these we continue to expand Therapy, Substance Abuse Program and evidence based efforts.</p> <p>Career Coaching and Support began as a new service in July 2020</p> <p>Beginning 7/2020 the State began a backward approach to impacting this. Contracted providers are paid when youth are committed to DYS.</p> <p>This method is in contradiction with REFORM efforts.</p>
<p>5. Reduce the rates of youth committed to DYS in our service area.</p> <p>Maintain acceptable numbers.</p>	<p>Initiated and In progress</p>	<p>Even with these we continue to expand Therapy, Substance Abuse Program and evidence based efforts.</p> <p>Career Coaching and Support began as a new service in July 2020</p> <p>Beginning 7/2020 the State began a backward approach to impacting this. Contracted providers are paid when youth are committed to DYS.</p> <p>This method is in contradiction with REFORM efforts.</p>
<p>6. Develop the capability to collect data and measure outcomes independent of government agencies</p> <p>PRIORITY</p>	<p>NEEDS ACTION</p> <p>New Developments</p> <p>FY 2020-2021</p>	<p>Even with these we continue to expand Therapy, Substance Abuse Program and evidence based efforts.</p> <p>Career Coaching and Support began as a new service in July 2020</p> <p>Beginning 7/2020 the State began a backward approach to impacting this. Contracted providers are paid when youth are committed to DYS.</p> <p>This method is in contradiction with REFORM efforts.</p>

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

Core Values	Core Competencies	Brand Promise	Purpose
<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 PQL Plan)</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> <p>NEW COMMENTS, DEVELOPMENTS or RECOMMENDATIONS</p> <p>ACTION NEEDED</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.

BOARD MEMBERS	HOMEWORK ADDRESS	County of Residence	OCCUPATION/REMARKS	HomePhone	WorkPhone	Exp'n yr/terms	E-Mail
Carl Weatherford - President Male/White	10 CR 393, Wynne, AR 72396	Cross	Clergy	870-362-1900		1/1/2021	carl@eays.org
Sherry Holliman Female/Black	101 Windcrest Cove, Marion 72364	Crittenden	Mediator City Council	870-514-4831		1/1/2024	sherry@eays.org
Kelsey Hensley - Sec/Treasurer Female/White	1 Alta Vista Drive, Marion 72364	Crittenden	Private Business Owner	901-490-1849		1/1/2022	kelsey@eays.org
Latwon Whitby - Vice President Male/Black	3402 W. Broadway, Forrest City	St. Francis	Food Pantry Manager	870-270-0825		1/1/2022	latwon@eays.org
Ramonda Henderson Female/Black	1131 Rollins Street, Earle AR 72331	Crittenden	NonProfit - CEO	904-412-3410		1/1/2022	ramonda@eays.org

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

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