

REQUEST FOR PROPOSAL

Bid #: 710-24-0009

Opening Date: 10/13/2023 | 2:00pm CST

HEALTH & WELL-BEING PROGRAM



COMPACT FAMILY SERVICES

2325 Malvern Ave

Hot Springs, AR 71901

(501) 262-1660

Original

RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	Assemblies of God Family Services Agency, dba COMPACT Family Services		
Address:	2325 Malvern Ave.		
City:	Hot Springs	State:	Arkansas Zip Code: 71901
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Corporation <input checked="" type="checkbox"/> Nonprofit		
Minority and Women Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Service-Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Women-Owned <input type="checkbox"/> Asian American <input type="checkbox"/> Pacific Islander American		
AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>			

PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
<i>Provide contact information to be used for solicitation related matters.</i>			
Contact Person:	Brian Page	Title:	Prevention Services Director
Phone:	417-299-2951	Alternate Phone:	501-262-1660
Email:	bpage@agfsa.org		

CONFIRMATION OF REDACTED COPY
<input type="checkbox"/> YES, a redacted copy of submission documents is enclosed.
<input checked="" type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested.
<i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Solicitation Terms and Conditions for additional information.</i>

ILLEGAL IMMIGRANT CONFIRMATION
By signing and submitting a response to this <i>Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and shall not employ or contract with illegal immigrants during the term of a contract awarded as a result of this solicitation.

ISRAEL BOYCOTT RESTRICTION CONFIRMATION
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel and shall not boycott Israel during the term of a contract awarded as a result of this solicitation.
<input checked="" type="checkbox"/> Prospective Contractor does not and shall not boycott Israel.

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* may cause the Prospective Contractor's response to be rejected.

Authorized Signature: Alan Bixler Title: EXECUTIVE DIRECTOR

Printed/Typed Name: ALAN BIXLER Date: 10/12/2023

SECTIONS 1 – 5: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature: Alan Bixler

Use Ink Only.

Printed/Typed Name: ALAN BIXLER Date: 10/12/2023

Contract Number 710-24-009

Attachment Number

Action Number

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: SUBCONTRACTOR NAME:

☐ **Yes** ☒ **No** Assemblies of God Family Services Agency; DBA: COMPACT Family Services

IS THIS FOR:

TAXPAYER ID NAME: Assemblies of God Family Services Agency

Goods? ☐ Services? ☒ Both? ☐

YOUR LAST NAME: Bixler

FIRST NAME Alan

M.I.: B

ADDRESS: 2325 Malvern Ave.

CITY: Hot Springs

STATE: Arkansas

ZIP CODE: 71901

COUNTRY: USA

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS *

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	Relation
	Current	Former		From MM/YY	To MM/YY		
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

☒ None of the above applies

FOR AN ENTITY (BUSINESS) *

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her position of control?	Ownership Interest (%)	Position of Control
	Current	Former		From MM/YY	To MM/YY			
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

☒ None of the above applies

Contract Number 710-24-009
Attachment Number
Action Number

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature Brian Page Title Executive Director Date 10/12/2023

Vendor Contact Person Brian Page Title Prevention Services & Operations Director Phone No. (417) 299-2951

Agency use only

Agency 0710 Name Department of Human Services Agency 0710 Contact Person Contact Contract
Number Phone No. or Grant No.



Equal Employment Opportunity Policy

COMPACT Family Services

The Executive Director and Administrator have the overall responsibility for implementation of and adherence to COMPACT's EEO policy. All members of management are responsible for enforcing COMPACT Family Services' EEO policy, including providing relevant training to personnel at all levels on an annual basis. To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, COMPACT will attempt to make reasonable accommodations for any qualified individual with a disability who is an applicant or employee. The applicant or employee must identify him or herself as having a disability and make a request for accommodations.

Harassment

Prohibited harassment occurs when verbal or physical conduct that defames or shows hostility toward an individual because of his or her age, sex, color, race, national origin, disability, or genetic information, or that of an individual's relatives, friends, associates; creates or is intended to create an intimidating, hostile, or offensive working environment; interferes or is intended to interfere with an individual's work performance; or otherwise adversely affects an individual's employment opportunities.

Harassing conduct includes but is not limited to:

- Epithets, slurs, negative stereotyping, or threatening/intimidating/hostile acts which relate to age, sex, color, race, national origin, disability, or genetic information.
- Written or graphic material that defames or shows hostility or aversion toward an individual or group because of age, sex, color, race, national origin, disability, or genetic information.

Sexual harassment is unwanted sexual advances or visual, verbal, written, or physical conduct of a sexual nature, including making or threatening reprisals after a negative response to a sexual advance, leering, making sexual gestures, displaying sexually suggestive objects or pictures, cartoons or posters, making or using derogatory comments, epithets, slurs or jokes, verbal sexual advances or propositions, verbal abuses of a sexual nature, graphic verbal comments about an individual's anatomy, sexually degrading words used to describe an individual, suggestive or obscene letters, e-mails, notes, or invitations, touching, assault, and impeding or blocking movement. Any form of harassment of employees, including sexual harassment, is strictly prohibited. Persons who engage in harassment will be subject to immediate discipline up to and including discharge from employment, depending upon the seriousness of the offense in the judgment of management.

Nepotism

A member of an employee's immediate family will be considered for employment by COMPACT provided the applicant possesses all qualifications for employment. No staff member will have direct (sole) responsibility for hiring a relative. One party may not supervise the other and related persons will not be involved in evaluating each other's job performance. The employment of individuals with close relationships at certain levels within the organization or in positions where one might have influence over the other's status or job security is regarded as a potential conflict of interest.

Reporting

Incidents of discrimination or harassment should be reported to the employee's supervisor or Human Resources. If the report is being made about the supervisor, the report should be made to the next level of management.

All incidents of discrimination or harassment that are reported shall be promptly and thoroughly investigated.

- The investigation shall include a request for a written statement from the reporting employee and an interview with the reporting employee;
- An interview with the employee about whom the report is alleged and any witnesses identified, as well as the details of the alleged discrimination or harassment.

Human Resources and members of management will make every effort to maintain the confidentiality of all reports, statements made by any witnesses, and the investigation itself to the extent that will allow for a reasonable investigation and appropriate remedial action.

An employee who reports in good faith and with reasonable belief that discrimination or harassment has occurred or who is a witness regarding such a report shall not be subject to retaliation by the individual about whom a complaint has been made or by anyone else. Such retaliatory conduct may result in corrective action, up to and including immediate termination of employment, at the discretion of management.

PROPOSED SUBCONTRACTORS FORM

- **Do not** include additional information relating to subcontractors on this form or as an attachment to this form.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP

☒ **PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**

INFORMATION FOR EVALUATION

- *Provide a response to each item/question in this section. Prospective Contractor may expand the space under each item/question to provide a complete response.*
- **Do not** include additional information if not pertinent to the itemized request.

	Maximum RAW Score Available
E.1 EXPERIENCE	
<p>A. Provide examples and descriptions of experience with successful implementation of evidence-based practices.</p> <ul style="list-style-type: none"> • COMPACT implements programs and practices that are evidenced-based, and we also strive to develop and research programs that may someday receive HHS Clearinghouse approval. • An example of an evidenced-based program that COMPACT offers is SafeCare. Our facilitation of the SafeCare program in Arkansas started in 2019 when we were approached by Arkansas Children's Hospital (ACH) to become one of their subcontractors for Areas 3 and 4. Since then, ACH has invited COMPACT to assume control of subcontract responsibilities for Area 10 (FY21) and Area 5 (FY23). Currently, we provide SafeCare services to 36 counties and employ 14 SafeCare providers and four enrollment coordinators. The four coordinators and two backup coordinators are certified as SafeCare coaches. Our state percentages, of caregivers completing the program, speaks to our successful implementation. According to the recent "SafeCare Arkansas: 2017-2023 Evaluation Results," published by UAMS (we can provide a copy if this publication has not been released to the public), the state average percentage of caregivers completing the program over the last six years, is 60% (pg. 19). COMPACT's average (all four areas combined), in FY23, was 68% (pg. 32). If we remove Area 5 from this calculation, since we did not acquire them until FY23, our average of the other three areas is 72%. Two of our areas rank number one and number two in the state at 73% (Area 4) and 80% (Area 10). We believe COMPACT is more than capable to replicate our success throughout the entire state of Arkansas and raise completion percentages statewide. • In late 2019, COMPACT learned that the state of Arkansas had no residential care options for children with developmental disabilities when these children entered the foster care system. As a response to this need, COMPACT developed and implemented the first Specialized Developmental Disabilities Emergency Shelter program within the state. The facility was furnished, and the program was developed based on evidence-based industry standards. Community partners were identified who would help to provide medical care and conduct assessments to properly diagnose intellectual and developmental disabilities. Protocols were designed that were child centered and aimed at ensuring all children leaving the program would have accurate diagnoses and proper resources identified and acquired. After opening in October of 2020, the facility quickly filled and has remained full for the last three years. As beds have become available, new children would immediately be admitted filling those spots. During the FY23 contract year, 99% of bed nights were utilized by DCFS for these children. Due to the continuous demand, COMPACT repurposed and renovated a second cottage, in 2023, to address this specific need. Within a month of opening, the second cottage was filled. The success of this program is being measured by full beds and changed lives. • COMPACT launched its Foster Care program in 2017 with a plan to improve upon state and national placement stability statistics. A faith-based "wraparound" model 	5 points

was developed and implemented as the program was launched. This model recruited the support of the faith-based community (churches), to wrap around families as they took on the mantle of foster parenting. The resulting statistics have been outstanding. In 2021, the "percentage of children who moved to permanency" in **COMPACT** foster homes was 40.7% compared to the states average of 20%. The "percentage of children who moved to more restrictive placements" was 2.5% in **COMPACT** foster homes compared to the state average of 11.7%. These are just two of multiple statistics that reveal the significant success this model has had on the foster care system within the state of Arkansas. This has inspired us to initiate research to replicate this faith-based foster care support model with the intention to eventually publish our results in academic journals and to begin the Clearinghouse approval process to become an approved, evidence-based intervention.

B. Describe your organization's experience with administering a home-visiting program of a similar size and scope, including parent education and environmental (presence of lead) assessments.

5 points

- **Home Visiting Administration:** As was mentioned above, evidence of **COMPACT**'s experience and success in administering the SafeCare program is well researched and documented by the annual report published by UAMS. **COMPACT** is responsible for more counties (48% of the entire state), employees more SafeCare Enrollment Coordinators and Providers, and is facilitating more completed families than any other agency in the state of Arkansas.
- **Parent Education:** **COMPACT** has developed a relationship with the National SafeCare Training & Research Center (NSTRC) in Atlanta, Georgia. We have learned valuable information from NSTRC to include Oklahoma, Colorado, and Washington state are seeing great success in the way they have implemented the SafeCare program. These states have implemented SafeCare Augmented (a blending of the SafeCare curriculum with the practice of Motivational Interviewing), a creative way to help increase motivation in families to complete the program. Research from NSTRC shows that recidivism is most reduced when a family completes the Parent-Child Interaction (PCI) or Parent-Infant Interaction (PII) module. Armed with this information, **COMPACT** plans to connect with these successful states and request knowledge on best practices. We plan to explore the SafeCare Augmented model and examine how we can incorporate Motivational Interviewing techniques into our Provider Training and daily practices.

Next, **COMPACT** will train providers when and how to deliver the PCI/PII modules. New insights from Area 10, the most successful area in the state for seeing families complete the program, is to offer PCI as the first module knowing that it is the most beneficial module to reducing recidivism if the family doesn't complete all three models. However, our in-home experience with parents with infants warrants that the PII module be moved later in the program when the infant begins to interact with the parent (3 months of age or older). This approach is found to be most successful in truly helping the parents to appreciate the curriculum and enjoy the responses they receive from their infants. Finally, we have learned that a persistent pursuit of families who are threatening to drop out has a powerful impact. Tenacious coordinators and providers with an "I will not let you go" mentality, witness a greater rate of program completion with their families.

- **Environmental Assessments:** **COMPACT** will continue to conduct environmental assessments as is the current practice in Arkansas. During the initial visit, Enrollment Coordinators complete the SafeCare Intake Form and the Home Assessment Consent, which informs the family that this initial session will involve an assessment of the home environment and will result in a report to DCFS. Coordinators then start by asking parents if their home was built prior to 1978 and provide them an information sheet concerning the dangers of lead (Assessing for the Presence and Prevention of Lead Exposure in the Home and Surrounding Environment). If the potential of lead is a risk, a conversation about the need for additional resources takes place and referrals are made as needed. Coordinators continue by taking note of any obvious hazards within the home and offer on-the-spot support and direction to address such hazards.

In addition to current practices, **COMPACT** plans to incorporate additional assessment techniques to further assess the environment and climate of the home by posing

<p>questions about drug use or other dangerous behaviors taking place in the home. Many families are more forthcoming than might be expected and share much about the climate of their home. All hazards and potential hazards are then reported to DCFS. Throughout the program, providers are trained to offer on-the-spot support and direction regarding new hazards that might be discovered during each visit. The Safety module will provide the most thorough explanation of environmental hazards which includes a more in-depth assessment of various rooms within the house.</p>	
<p>C. Provide examples and descriptions of experience with successful implementation of a statewide parent education program.</p> <ul style="list-style-type: none"> Currently, COMPACT facilitates the SafeCare program (present in 48% of the counties and 40% (4 of 10) of the DCFS defined geographic areas within the state. Implementing a statewide SafeCare program will simply involve the duplication of our current model statewide. COMPACT's model is broken down according to area. Each area is uniform in how it is set up. For example, a local office is established within each area which is essential in supporting both COMPACT and DCFS staff. The office is a symbol of our permanency within the area and supports staff retention, morale, and esprit de corps by serving as a meeting location and supply depot. Our staff are then recruited from specific towns or counties to ensure they are strategically positioned as close to the likely referral sources as possible. This reduces drive time and mileage expense and provides staff with more time to complete case notes and facilitate regular communication with DCFS staff. Examples of our successful implementation are found within the story of SafeCare's state-wide expansion. Our facilitation of the SafeCare program in Arkansas started in 2019 when we were approached by Arkansas Children's Hospital (ACH) to become one of their subcontractors for Areas 3 and 4. Since then, ACH has invited COMPACT to assume control of subcontract responsibilities for Area 10 (FY21) and Area 5 (FY23). Currently, we provide SafeCare services to 36 out of 75 counties, nearly half of the state's counties. Our state percentages of caregivers completing the program, speaks even more clearly to our successful implementation. According to the recent "SafeCare Arkansas: 2017-2023 Evaluation Results," published by UAMS (we can provide a copy if this publication has not been released to the public), the state average percentage of caregivers completing the program over the last six years, is 60% (pg. 19) and the average for Areas 3, 4, 5, and 10 over the last six years is 59%. As mentioned earlier, COMPACT acquired the subcontract for Area 3 and 4 in FY20, Area 10 in FY21, and Area 5 in FY23. Therefore, the six-year percentage of the four areas is influenced by other agencies who facilitated the SafeCare subcontracts prior to it being offered to COMPACT. Comparing the six-year static to the FY23 statistic, for each area, will more accurately highlight our successes in facilitating the SafeCare program. Area 3 has increased from a six-year average of 56% to a FY23 average of 63%. Area 4 has increased from a six-year average of 56% to a FY23 average of 73%. Area 5, with COMPACT for <u>only one year</u>, increased from a six-year average of 53% to a FY23 average of 55%. Area 10 has increased from a six-year average of 70% to a FY23 average of 80%. As validated by these statistics, COMPACT has shown that our ability to implement and facilitate the SafeCare contract has had a positive impact 100% of the time. We believe COMPACT is more than capable to replicate our success throughout the entire state of Arkansas and we expect to raise completion percentages statewide. 	5 points
<p>D. Describe how your organization overcomes the challenge of providing services statewide to families in locations varying from dense urban settings to sparsely populated rural areas.</p> <ul style="list-style-type: none"> Every effort is made to hire staff from within the communities/counties they will serve and from which higher referral numbers are recorded. An additional benefit to this approach is that our providers already understand the local culture and are able to more quickly and accurately identify and learn about the community resources available to the local families. Urban Settings: COMPACT is currently responsible for four areas, within the state of Arkansas, which encompass 36 counties. Though most of our families live in rural areas, 	5 points

<p>some reside in the larger cities within these areas. Our work in urban settings will reduce mileage expenses and will offer more time with families to help with resource referrals. Recognizing that urban areas are more culturally and ethnically diverse, Human Resource staff will make every effort to recruit staff from these communities in consideration of ethnicity and language. We recognize that our urban settings are presently experiencing dramatic changes due to open borders and immigration which could present us with new challenges requiring real-time solutions.</p> <ul style="list-style-type: none"> • Rural Settings: Most of our current families live in rural areas. Distance between families is the greatest challenge which can result in high mileage expenses and drive time. Our practice has been to establish a remote office within each area and then recruit staff from strategic locations within the designated counties. By hiring staff within strategic locations throughout those areas, we not only reduce mileage expenses, but we also reduce drive time which in turn gives our providers more time to invest in their assigned families and communication with DCFS staff. 	
<p>E. Describe your organization's capability to provide in-home parent education to caregivers who may possess limited or no English proficiency.</p> <ul style="list-style-type: none"> • Multilingual staff will be sought out during the staff recruiting efforts when the local client population warrants it. COMPACT currently has two SafeCare staff members who are fluent in Spanish. They have been utilized to work with Spanish-speaking families within our SafeCare areas. If distance or other language barriers exist and we are not able to utilize our current staff, COMPACT will utilize an interpreter service to provide in-home support as needed. As new staff are recruited, sensitivity is shown to the diversity of the communities they will serve. 	5 points
<p>F. Describe how providers will meet availability requirements during non-traditional work hours, including nights and weekends.</p> <ul style="list-style-type: none"> • All COMPACT SafeCare providers have been hired based on their ability to work flexible hours. They are informed that some families may require services outside of regular business hours and every effort is to be made to accommodate such needs. Providers are coached to respect family work schedules while also considering the safety needs of the providers. Late evening and after dark appointments are considered carefully along with Enrollment Coordinator input and accountability. Weekend appointments are approved but not encouraged unless it is essential for the success of the family, or when it provides increased safety for the provider. COMPACT values healthy work-life balance and encourages staff to set aside weekends or a day during the week to separate from work responsibilities. Such habits foster improved health, reduce stress, increase happiness, enhance work week productivity, and reduce burnout. 	5 points
<p>E.2 APPROACH & METHODOLOGY</p>	
<p>A. Describe your organization's approach and methodology for managing service providers to minimize waitlist.</p> <ul style="list-style-type: none"> • COMPACT Enrollment coordinators perform several tasks that help to minimizing waitlist. First, they strive to maximize provider caseloads (15 clients) by assigning families to providers based on geographic locations. Coordinators then monitor caseloads closely through weekly provider meetings to address absenteeism with enrolled families and anticipate upcoming caseload changes. When all providers have full caseloads, coordinators may address waitlists by serving families themselves. When a waitlist is inevitable, coordinators connect weekly with the waitlist families to keep them informed of expected start dates and to foster positive anticipation for the program. 	5 points
<p>B. Describe your organization's approach and methodology for establishing and maintaining a network of qualified service providers.</p> <ul style="list-style-type: none"> • Establishing: When recruitment of new staff is required, multiple resources are utilized within a designated region to find and hire qualified staff who have a passion to work with vulnerable families. We utilize resources such as Indeed and the local newspaper to advertise job openings. We also reach out to established networks within an area that might have qualified 	5 points

<p>applicants such as local colleges/universities, churches, and other such organizations.</p> <ul style="list-style-type: none"> • Maintaining: COMPACT believes that a great retention strategy is essential to maintaining a strong workforce. Retention efforts within each area include weekly meetings between coordinators and their providers to review cases, discuss issues, find solutions to concerns, and share testimonies of family successes. At least monthly, these meetings are held in person to encourage bonding and support within the area team. Virtual meetings are held by COMPACT's Prevention Services Director, each month, to connect all SafeCare areas. This meeting provides an opportunity to facilitate training, share successes and concerns, discuss contract deliverables that need attention, and share about the broader mission and advancements of COMPACT Family Services. The Prevention Services Director makes monthly or bi-monthly in-person visits to each area office to drop off supplies, connect with area providers, address issues or concerns, and conduct other supervisory functions. Weekly Chapel services, often conducted by COMPACT's Executive Director, will soon be offered virtually for all community-based staff. These services offer encouragement, training, and agency updates to all who are able to attend. Annually, all agency staff gather in person for an all-day staff retreat that is simply focused on fellowship, fun, food, and rest. This retreat fosters esprit de corps among staff from all departments and fosters community within the agency. 	
<p>C. Describe your organization's approach and methodology for monitoring and ensuring required training and certification of all service providers.</p> <ul style="list-style-type: none"> • This function of monitoring and ensuring required training and certification of all providers will be a shared responsibility of two separate departments within the agency. • First, the Prevention Services/SafeCare department will employ SafeCare certified trainers responsible to train all new staff in required trainings and monitor training requirements throughout the year. This function will initially be supported by NSTRC until COMPACT trainers are fully certified. Area coordinators will monitor progress of all initial trainings and will provide additional support as needed. Annual training will be a shared responsibility of the area coordinators and the statewide trainers. Also, all area coordinators will be trained to be a coach to provide weekly supervision and training to each provider. Coordinators will also, identify a provider in their area to be trained as a secondary coach to provide extra support as needed. • Second, COMPACT's Human Resource department will share the responsibility of ensuring trainings are completed and that certificates are filled within each staff member's Employee File. Audits are conducted regularly by the HR staff to ensure the agency is prepared for external audits by DCFS and COA representatives. 	5 points
<p>D. Describe your organization's approach to discharge planning and referral to resources and support.</p> <ul style="list-style-type: none"> • Discharge planning and referral to resources begin on day one. During the initial visit by the coordinator, the subject of discharge and referral to resources will be addressed. Many of the family's needs are addressed in that first session and coordinators begin making referrals immediately. Links to websites of area resources are shared during this initial visit. The coordinators also identify themselves and the providers as a resource that will be available to the family throughout the SafeCare training period. Each visit that follows provides an opportunity for the provider to assess the family's progress, address issues they may have had in accessing resources, provide new referrals as needed, and record all referrals in the Efforts to Outcome (ETO) software. As the relationship between provider and family strengthens, families often become more transparent about their needs offering new referral opportunities. • Discussions about discharge take place throughout the training period and providers partner with DCFS staff to work with families that are at risk of discharging prematurely. COMPACT coordinators and providers will be expected to take on an "I will not let you go" attitude with those that are at risk of discharging early. As the final module is started, the discussion of discharge will become more intentional which will improve discharge outcomes. • COMPACT coordinators and providers are continually monitoring for new resources in their area and our agency is exploring opportunities to provide extended and expanded services 	5 points

beyond the 18–22-week SafeCare program. These opportunities could include regional seminars or conferences; local church hosted parenting or drug abuse classes; child, youth and/or family camps (ie. Royal Family Kids camps); healthy relationship classes for singles or couples; SafeCare alumni events; and creative partnerships with community programs such as 100 Families.

E. Describe your organization's methodology for tracking and monitoring progress of clients.

5 points

- **COMPACT** has initiated contact with Social Solutions regarding the Efforts to Outcomes (ETO) software. We are prepared to subscribe to their updated software, Apricot 360, if this contract is awarded to us. **COMPACT** currently utilizes Extended Reach as a case management software, but we would be prepared to subscribe to Apricot 360 since it is a system in which state and SafeCare staff are already comfortable and familiar.

E.3 QUALITY & PERFORMANCE

A. Provide statistical data that measures the overall performance of services including the percentage of parents in assigned cases receiving services that complete and graduate from each module.

5 points

- The most comprehensive statistics available are from the recent report, "SafeCare Arkansas: 2017-2023 Evaluation Results", published by UAMS following the completion of the FY23 contract year.
- **Overall performance:** **COMPACT's** state percentages of caregivers completing the program speaks boldly to our successful implementation. According to the recent UAMS report, the state average percentage of caregivers completing the program over the last six years, is 60% and the average for Areas 3, 4, 5, and 10 over the last six years is 59%. As mentioned earlier, **COMPACT** acquired the subcontract for Area 3 and 4 in FY20, Area 10 in FY21, and Area 5 in FY23. Therefore, the six-year percentage of the four areas is influenced by other agencies who facilitated the SafeCare subcontracts prior to it being offered to **COMPACT**. Comparing the six-year static to the FY23 statistic, for each area, will more accurately highlight our successes in facilitating the SafeCare program.
- Area 3 has increased from a six-year average of **56%** to a FY23 average of **63%**.
- Area 4 has increased from a six-year average of **56%** to a FY23 average of **73%**.
- Area 5, with **COMPACT** for only one year, increased from a six-year average of **53%** to a FY23 average of **55%**.
- Area 10 has increased from a six-year average of **70%** to a FY23 average of **80%**.
- Data on the following graph is pulled from the UAMS report. These numbers exclude families who started or finished the program before/after the dates of the FY23 contract year.

FY23 Statistics	Area 3	Area 4	Area 5	Area 10
Adults served	137	109	107	109
Completed program	61	51	39	61
Completion rate	63%	73%	55%	80%
Exit after intake	20	12	18	9
No completed modules	7	6	11	4
Completed 1 module	5	1	2	4
Completed 2 modules	4	0	1	0

- Access to data regarding completion and graduation from each module for FY23 is not reported in the UAMS report. The report does provide a six-year average, but that data for our areas is influenced by other agencies.

B. Describe your organization's process for ensuring parents and kin/fictive kin are able to provide meaningful feedback on the quality and types of services they receive.

5 points

- SafeCare providers collaborate with families throughout the entire training process regarding the services being offered. For example, the order of the modules is flexible and can be ordered according to the assessment of the provider and wishes of the family. At the

<p>conclusion of each module, families will be provided a "Parent Satisfaction Survey" and self-addressed stamped envelope to allow for confidential communication to the area coordinator regarding the services the family is receiving from the provider. These surveys are saved in ETO and are reviewed during a monthly team meeting, between the area coordinator and providers, to perfect best practices and strengthen the delivery of the program to future families.</p>	
<p>C. Describe your organization's philosophy in relation to complying with Family First obligations.</p> <ul style="list-style-type: none"> • COMPACT became aware of the Family First Prevention Services Act (FFPSA) well before it was passed. We learned that being an accredited agency was a valuable step in validating and informing the quality of work we offer. Therefore, COMPACT started the accreditation process with Council on Accreditation (COA) in 2016. When FFPSA was passed in February of 2018, our agency was completing the accreditation process. Our agency quickly learned the values of FFPSA and assessed how COMPACT could serve within the defined boundaries of the act. • COMPACT understands and complies with the provisions of FFPSA. We agree that prevention services to support families and help children remain at home is preferred to foster care and residential care. Though COMPACT offers both foster and residential care services, prevention services to ameliorate families and return or keep children in their homes is a core belief. This core belief was central to the decision-making process when COMPACT was asked by ACH to partner with them in offering SafeCare in Area 3 and 4. Recently, COMPACT has appointed a Prevention Services Director assigned to explore new ways that our agency can partner with others to restore and support fragmented families. Efforts will be made to improve the referral options for families referred to SafeCare. Our hope is that SafeCare is only the beginning of a partnership that will lead these families to evidence-based and family-centered programs and practices. 	5 points
<p>D. Provide a minimum of three (3) references. References should include contact information, a description of services provided, any issues experienced with services, and outcomes.</p> <ul style="list-style-type: none"> • Beki Dunagan – Contact Information: Email - Beki.Dunagan@dhs.arkansas.gov, Mobile – 501-944-3381; Beki has worked with COMPACT for many years regarding multiple residential and foster care programs. In early 2022, Beki recruited COMPACT to help DCFS with a pilot program to serve kinship foster families in light of the success COMPACT was having with our PLPA and SPLPA contracts. This program was initially launched in a few counties in Area 3 and because of COMPACT's successful implementation, the program has now been expanded into other counties. • Doug Gulley - Contact Information: Email - Doug.Gulley@standardbusiness.com; Phone 501-766-7280; Doug has been working with COMPACT for roughly six years. He has a dual relationship with COMPACT and has a broad knowledge of our programs and leadership personnel. First, Doug works for Standard Business Systems and leases copiers to our agency. Second, he serves as an Elder at Gospel Light Baptist Church in Hot Springs, AR. His church partners with COMPACT as a "wraparound" church for our Foster Care program. • Dawn Phillips (Missouri Child Placing Licensing Consultant) - Contact Information: Email - Dawn.Phillips@dss.mo.gov; Phone - (573) 915-8316; Dawn works for Missouri Children's Division and oversees the Foster Care and Adoption Resource Services, Training, and Consultation contract that COMPACT facilitates. • Nichole Hopkins (DCFS St. Francis County Supervisor) - Contact Information: Email - Nichole.Hopkins@dhs.arkansas.gov; Phone – 870-261-6680; Nichole works directly with our Area 10 SafeCare Enrollment Coordinator, Renee Powell. Area 10 is our highest performing area. • Kimberly Sowell (DCFS Hot Springs County FSW) - Contact Information: Email – kimberly.sowell@dhs.arkansas.gov; Phone – 501-337-3803; Kimberly has worked with our agency for many years. She has in-depth understanding of many our contracts and many of our staff. She can speak to the character of our agency and the quality of personnel. 	5 points

MINIMUM QUALIFICATIONS 2.3

2.3.C Please select one of the following:

☐ Currently has SafeCare® national accreditation.

If the Respondent currently has SafeCare national accreditation, the Respondent may check the box above and provide copy of accreditation in lieu of submitting each item detailed in 2.3 Minimum Qualifications C.1 & 2.

☒ Not currently accredited through SafeCare national.

If the Respondent is not currently accredited, the Respondent shall submit items 1 and 2 below:

1. All state leadership staff members of Contractor's agency or Local Implementation Agency (LIA) **must** hold a Bachelor's degree in social work, education, sociology, psychology, human services, counseling, or related field in human services, and **shall** complete training and obtain certification as a SafeCare Provider. For verification purposes, the Prospective Contractor **must** provide copies of credentials with bid submission.
2. Each Service Provider **shall** have, at minimum, an Associate's degree in social work, education, sociology, psychology, human services, counseling, or related field in human services, and **shall** complete training and obtain certification as a SafeCare Provider. For verification purposes, Prospective Contractor **must** include with bid submission, copy of each Service Provider's credentials.

2.3.E Please select one of the following:

☒ Currently has an existing network of SafeCare Providers.

If the Prospective Contractor has an existing network of SafeCare Providers, for verification purposes, the Prospective Contractor **must** provide a list of existing SafeCare Providers, with bid submission.

☐ Does not currently have an existing network of SafeCare Providers.

Prospective Contractor **must** certify the ability to assemble a statewide network within sixty (60) calendar days of contract start. By signing below, the Prospective Contractor agrees to establish a statewide network of SafeCare Providers.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature: _____

Use Ink Only.

Printed/Typed Name: _____

Date: _____

10/12/2023

MINIMUM QUALIFICATIONS 2.3.D

The Contractor must have least one (1) office physically located in the State of Arkansas. For verification purposes, the Prospective Contractor must provide physical location(s) (address) of each office in the space provided below. Additional space is provided below and can be used if needed:

Physical Address:

Administrative Office - 2325 Malvern Ave., Hot Springs, AR 71901

Area 3 – 2325 Malvern Ave., Hot Springs, AR 71901

Area 4 – 2001 Arkansas Blvd., Texarkana, AR 71854

Area 5 – 500 W Main St., Russellville, AR 72801

Area 6 – 4501 Burrow Dr., North Little Rock, AR 72116

Area 10 - 111 US-65, Dumas, AR 71639

Minimum Qualifications 2.3

2.3.E

If the Prospective Contractor has an existing network of SafeCare Providers, for verification purposes, the Prospective Contractor **must** provide a list of existing SafeCare Providers, with bid submission.

Provider List

Name	Provider	Coach	Enrollment Coordinator
Sherry Burke	X	X	X
Christy Ward	X		
Allison Morgan	X		
Jennifer Hernandez	X		
Tanya Young	X		
Allie Ramirez	X	X	X
Erin Davlin	X	X	
Kristi Newton	X		
RaVeon Ward	X		
Jennifer Blansingame	X	X	X
Jordan Jenkins	X	X	
Suzanne Tudor	X		
Tanzie Simmons	X		
David Barrett	X		
Renee Powell	X	X	X
Catherine Binns	X		
Dana Dailey	X		

Regent University

*By authority of the Board of Trustees
and on recommendation of the faculty,*

The School of Business and Leadership

has conferred upon

Alan Braden Bixler

the degree of

Doctor of Strategic Leadership

with all the rights, privileges and responsibilities thereto pertaining.

*Acknowledging God as the fountainhead of all wisdom and His Son
Jesus Christ as the source of all truth, we affix the seal of the
University and bestow this honor at Virginia Beach, Virginia, on this the
11th day of May, in the year of our Lord, two thousand and nineteen.*

W. G. Hedden
Chancellor and Vice-Chancellor of the University

W. G. Hedden
President of the Board of Trustees



Philip A. Walker
Chairman, Board of Trustees

W. G. Hedden
President of the Board

*1st Timothy 2:2 - "And the things that thou hast heard of me among many witnesses,
the same commit thou to faithful men, who shall be able to teach others also."*

Evangel University

To all to whom these presents shall come, Greeting
Be it Known that

Alan Braden Bixler

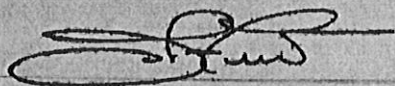
having honorably fulfilled all the requirements imposed by the authorities of this Institution, the President and Board of Directors of Evangel University, upon the recommendation of the Faculty, do therefore confer the degree of

Master of Organizational Leadership

Organizational Leadership

with all the Honors, Rights, and Privileges to that degree appertaining.

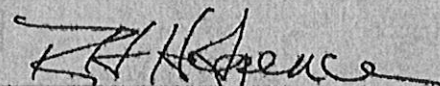
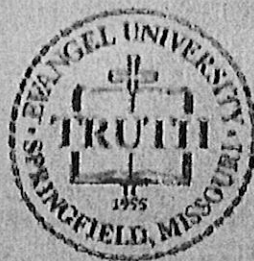
Given at Springfield, in the State of Missouri, on this
sixth day of May, 2011.



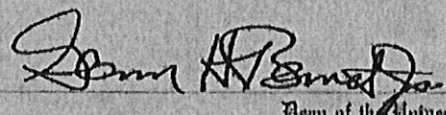
Chairman of the Board of Directors



Secretary of the Board of Directors



President of the University



Dean of the University

Southwest Missouri State University

*upon the nomination of the faculty and by the
authority of the Board of Governors has conferred upon*

Brian Jesse Hage

the degree of

Master of Social Work

Given under the Seal of the University at Springfield, in the
State of Missouri, on the fourteenth day of May, in
the year Nineteen Hundred and ninety-nine.

Allen S. Smith
President, Board of Governors



John H. Keiser
President of the University

State of Missouri

Division of Professional Registration
Clinical Social Worker (LCSW)

VALID THROUGH SEPTEMBER 30, 2025
ORIGINAL CERTIFICATE/LICENSE NO. 2008002315
BRIAN JESSE PAGE
2325 MALVERN AVE
HOT SPRINGS NATIONAL PARK AR 71901
USA

BRIAN JESSE PAGE
2325 MALVERN AVE
HOT SPRINGS NATIONAL PARK AR 71901
USA

State of Missouri

Missouri Department of Commerce and Insurance
Division of Professional Registration
State Committee for Social Workers
Clinical Social Worker (LCSW)

VALID THROUGH SEPTEMBER 30, 2025
ORIGINAL CERTIFICATE/LICENSE NO. 2008002315

BRIAN JESSE PAGE
2325 MALVERN AVE
HOT SPRINGS NATIONAL PARK AR 71901
USA


Valerie Benuechango
EXECUTIVE DIRECTOR

Sheila Solan
DIVISION DIRECTOR

Southwestern Assemblies of God University

Maxahachie, Texas

This Certifies That

Dennis Brian Haulius

having successfully completed the course of study as prescribed by the Board of Regents and Faculty and having complied with all other requirements of the university is hereby conferred the degree of

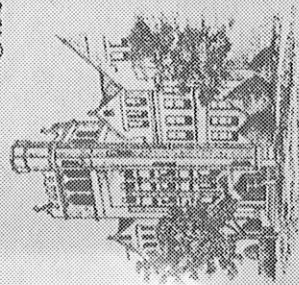
Master of Arts

Organizational Leadership

and is entitled to all rights and privileges pertaining to that degree. In testimony whereof, the Board of Regents, upon recommendation of the Faculty, has granted this degree.

Witness the seal of the university and the signatures of its officers.

Given under our hands at Maxahachie, Texas this 29th day of April, 2022.



Chairman of the Board of Regents

President

Vice President for Academic Affairs



Evangel University

To all to whom these presents shall come, Greeting
We it Knowen that

Hennis Brian Paulus

having honorably fulfilled all the requirements imposed by the authorities of this Institution, the President and Board of Trustees of Evangel University, upon the recommendation of the Faculty, do therefore confer the degree of

Bachelor of Science

Church Leadership

with all the Honors, Rights, and Privileges to that degree appertaining.

Given at Springfield, in the State of Missouri, on this
eleventh day of December, 2018.

David C. Leitch
President of the Board of Trustees

William F. Leach
Secretary of the Board of Trustees



Carol A. Taylor
President of the University

William F. Leach
President of the Board of Trustees

Evangel University

To all to whom these presents shall come, Greeting

We it Knowm that

Stephanie Mary Holtes

having honorably fulfilled all the requirements imposed by the authorities of this Institution, the President and Board of Directors of Evangel University, upon the recommendation of the Faculty, do therefore confer the degree of

Bachelor of Business Administration
Management

with all the Honors, Rights, and Privileges to that degree appertaining.

Given at Springfield, in the State of Missouri, on this
fourth day of September, 2008.



Chairman of the Board of Directors



Secretary of the Board of Directors



President of the University



Dean of the University



Be It Known That

Stephanie Polites

Has successfully met the prescribed requirements for qualification as established by
The Institute of Internal Auditors and is hereby awarded the professional designation of

Certified Internal Auditor

Conferred by the Professional Certifications Board and the Board of Directors of The Institute of Internal Auditors
This month of

July 2020

CHAIRMAN OF THE BOARD OF DIRECTORS

CHAIRMAN OF THE PROFESSIONAL
CERTIFICATIONS BOARD



CIA-179340-RAVVY

CERTIFICATE NO.

31 December, 2023

EXPIRATION DATE



Name DEES, KEITHA GEAN

Address Magnolia, Arkansas, Route 5, Box 128

Parent C. G. Dees

Birth 7-2-1958 F Magnolia, Arkansas

p. 430-21-5344

Magnolia High School
Magnolia, Arkansas
976

PHED 1411 2ND SUMMER 1976
SOC 2003 BEGINNING GOLF
 2003 INTRO TO SOCIOLOGY

OFAD 1023 FAIL 1976
PHED 1133 INTERM TYPING
HPER 1403 PABEL, HDBL, BADMINTN
ENGL 1113 PER & COM HEALTH
MATH 1013 COMPOSITION I
 1013 INTERM ALGEBRA


ACCT 2003 SPRING 1977
BUS 1003 PRIN OF ACCT I
OFAD 1043 INTRO TO BUSINESS
OFAD 2013 OFF PROC, ROUTINE I
PHED 1011 ADV TYPING
 1011 BEGINNING SWIMMING

GSCI 1023 FALL 1984
ECON 2103 PHYS SCIENCES
S ED 2003 PRIN OF ECON II
 2003 SECONDARY SCHOOL
 WITHDREW 30-OCT-1984

Hrs.	Gr.	Hrs.	Gr.
1	B		
3	D		
3	A		
1	C		
3	C		
0	W		
3	B		
0	W		
3	C		
3	D		
3	C		
1	A		
0	W		
0	W		
0	W		

Aug 1 1984

ISSUED TO STUDENT

STUDENT NAME		COURSE NAME AND NUMBER	GRADE REPORT			
TURNER	KEITHA	ACCT 1301 03	GRADE	CR. HOURS	GRADE PTS.	ABSENCES
			A	3	12	0
 <p>TURNER, KEITHA 210 CHINQUEPIN MAGNOLIA</p> <p>AR 71753</p> <p>ADMISSIONS OFFICE TEXARKANA COLLEGE TEXARKANA, TEXAS</p>			<p>ACUM. AVE. SEM 4.00 ACUM 4.00</p>			
			<p>GRADING SYSTEM</p> <p>A - EXCELLENT F - FAILURE B - GOOD I - INCOMPLETE C - AVERAGE W - WITHDREW D - PASSING NC - NON-CREDIT</p>			
FALL 94		<p>SPRING CLASSES BEGIN JAN. 17</p> <p><small>(NOTE MID-SEMESTER GRADES ARE NOT PERMANENTLY RECORDED)</small></p>				

SOUTHERN ARKANSAS UNIVERSITY
MAGNOLIA, ARKANSAS 71753
TRANSCRIPT INFORMATION

COURSE SYMBOLS:

The numbers of the regular university courses contain four digits. The first indicates, in general, the classification level; the second and third, the particular course designation; the fourth, the number of credit hours.

CREDIT HOURS:

The number of semester credit hours allowed in each course is identical to the number of hours a week spent in regular class recitations and lectures in the course, provided that two or three hours in laboratory, shop, or field work will be considered equivalent of one hour of lecture or recitation.

Southern Arkansas University operates on the semester system and awards quality points on the basis of the four-point scale, (A=4, B=3, C=2, D=1, and F=0)

SOUTHWESTERN COLLEGE OF CHRISTIAN MINISTRIES

P.O. Box 340, Bethany, Oklahoma 73008

OFFICE OF THE REGISTRAR

I.	NO.	COURSE TITLE	SEM. HRS.	GDS.	GRADE POINTS	DEPT.	NO.	COURSE TITLE	SEM. HRS.	GDS.	GRADE POINTS
43											
432 59 2629		GARNER Kim J.			SP89	432 59 2629		GARNER, Kim			S91
BIBL 2423		Life & Teach of Jesus	3	D	03	SOC 2133		Marriage & Family	3	A	12
PSC 1113		American Fed Government	3	C	06	APMU 1641		Vocal Ensemble	1	A	04
SOC 1113		Intro to Sociology	3	A	12	APMU 1121		Applied Voice	1	A	04
ENGL 1113		English I	3	B	09	APMU 1011		Applied Piano	1	A	04
						CMUS 2913		Intro Church Music	3	B	09
						MATH 1113		General College Math	3	C	06
ATT 12			*12		30				*12		39
SEM GPA 2.500											

HRS ATT: 12
SEM GPA: 3.25

432 59 2629		GARNER, Kim J.			F89
BIBL 1313		Intro Biblical Literature	3	D	03
CHED 1423		Intro Christian Ed	3	B	09
PMIN 1012		Spiritual Formation	2	C	04
APMU 1641		Vocal Ensemble	1	A	04
APMU 1111		Applied Voice	1	A	04
PSY 2113		General Psychology	3	C	06
		HRS ATT 13	*13		30
		SEM GPA 2.31			

432 59 2629		GARNER, Kim J.			SP90
APMU 1641		Vocal Ensemble	1	A	04
ISS 2483		Intro World Evangelism	3	B	09
ENGL 1213		English II	3	D	03
THEO 2113		Intro Christ Theology	3	C	06
CHIS 3373		Church History Survey	3	B	09
		HRS ATT: 13	*13		31
		SEM GPA: 2.38			

432 59 2629		GARNER, Kim J.			F90
BIBL 2223		Biblical Hermeneutics	3	B	09
HUM 2333		Modern Sec/Chr Wrld View	3	C	06
BIOL 1113		Man & Biological Science	3	C	06
BIBL 2733		Acts/Corinthians	3	B	09
APMU 1641		Vocal Ensemble	1	A	04
		HRS ATT: 13	*13		34
		SEM GPA: 2.615			

Public Law 93-380 requires that student personal information can only be transferred to a third party on the condition that the information will not be divulged to another party without written consent of the student.

Total Transfer Credits Approved	
Total S.C.C.M. Credits Earned	43
TOTAL CREDITS OVERALL	
Cumulative Grade Point Average	2.451
Academic Probation Record	

This transcript is not valid for transfer of credit unless it bears the impression of the college seal and the signature of the Registrar.

NAME
GARNER, KIM JUANICE

SOC. SEC. NO.
432-59-2629

BIRTH
7/8/70

ENTERED
1/9/89
PARENT OR
GUARDIAN

ENTRANCE DATA

PAGE 1 OF 1

Southwestern Assemblies of God University

Winkelman, Texas

This Certifies That

Sherry Burke

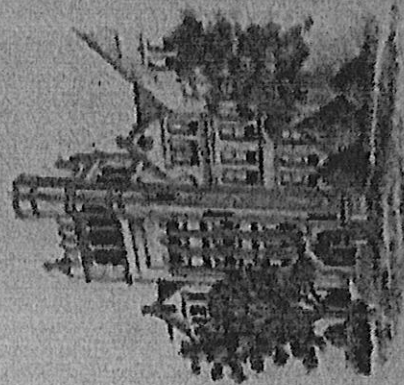
having successfully completed the course of study as prescribed by the Board of Regents and Faculty and having complied with all other requirements of the university is hereby conferred the degree of

Bachelor of Arts

Pastoral Leadership

and is entitled to all rights and privileges pertaining to that degree. In testimony whereof the Board of Regents, upon recommendation of the Faculty, has granted this degree.

Witness the seal of the university and the signatures of its officers.
Given under our hands at Winkelman, Texas this 4th day of December, 2020.



Frank L. Davis
President of the Board of Regents

James S. Riley
President

Carol L. Smith
Vice President of Academic Affairs

Henderson State University

The Board of Trustees of Henderson State University
by virtue of the authority vested in it by law and
on recommendation of the University Faculty does hereby confer on

Jennifer Jasmine Hernandez

who has satisfactorily completed the Studies prescribed therefor

the Degree of

Bachelor of Science

Human Services

with all the Rights, Privileges and Honors thereunto appertaining
this fourth day of August, two thousand seventeen,
at Arkadelphia, Arkansas.

Ernest Moore
Chair of Board of Trustees



Johnny K. Hudson
Secretary of Board of Trustees

Burdell Jones, Jr.
President

Henderson State University

The Board of Trustees of Henderson State University
by virtue of the authority vested in it by law and on
recommendation of the University Faculty does hereby confer on

Allison Paige Morgan

who has satisfactorily completed the studies prescribed for the
degree of

Bachelor of Arts

Sociology

with all the rights, privileges and honors thereunto appertaining
this thirtieth day of December, two thousand nineteen,
at Arkadelphia, Arkansas.

Johnny K. Hudson

Chair of Board of Trustees

Edith Aensoll

Secretary of Board of Trustees



Finis K. Krubon

President

University of Arkansas at Little Rock

To all to whom these presents shall come

Greeting

Be it known that

Christy Ellen Ward


having completed the studies and fulfilled the requirements of the faculty for
the degree of


Bachelor of Arts
Interdisciplinary Studies

has accordingly been admitted to that degree with all the rights, honors,
and privileges thereunto appertaining.

In witness whereof, the seal of the University and the signatures
of duly authorized officers are affixed to this diploma.

Given at Little Rock, in the State of Arkansas, this thirteenth day of May
in the year of our Lord two thousand and seventeen.


Ben Hines
Chairman of the Board of Trustees
University of Arkansas


D. A. R. R. R.
President
University of Arkansas


Charles L. R.
Chancellor
University of Arkansas at Little Rock



Yonsei University

Upon the Recommendation of the President and Faculty and by the authority
of the Board of Trustees, Yonsei University has conferred upon

Tanya Young

the degree of

Bachelor of Science in Human Services

with a concentration in Child and Family Welfare

Magna Cum Laude

with all the honors and privileges appertaining thereto. In testimony, whereof,
the Board of Trustees has granted this diploma bearing the seal of the University
in this month of February in the year two thousand sixteen.



P. V. L. Good
President

Texas A&M University-Texarkana



Be it known that

Erin Paulin

has completed the required course of study and is therefore awarded the degree of

Bachelor of General Studies

with all the rights and privileges appertaining thereto.

In testimony thereof, this diploma is granted by the Board of Regents upon recommendation of the Faculty.

Presented on this 14th day of May, Two Thousand and Twenty-two
Cum Laude

Chair, Board of Regents

Chancellor

President

Provost and

Vice President for Academic Affairs

Office of Enrollment Services



To whom it may concern:

Please accept this letter as verification that Kristina Newton, DOB 4/26/1971, has met the degree requirements for a General Studies degree at Texarkana College; however, because our Spring conferral period is already over, her degree will not be awarded until the Summer period, which should be around August 6, 2021.

Sincerely,

A handwritten signature in black ink, appearing to read 'Brandon Higgins', written over a horizontal line.

Brandon Higgins, MBA
Registrar & Director of Advising
903-823-3024
brandon.higgins@texarkanacollege.edu

Texasarkana

Texasarkana



Texas

College

The Honorable That

Kristina Newton

*having successfully completed the prescribed Course of Study and having complied
with all other requirements established by the College has been granted this*

Associate of Arts
Concentration in General Studies

*In Testimony Whereof upon recommendation of the faculty, our signatures together
with the seal of the Texasarkana College, are hereto affixed on this the*

sixth day of August, 2021, at Texasarkana.

Kay C Ellison
PRESIDENT BOARD OF TRUSTEES

Jason Smith
PRESIDENT OF TEXARKANA COLLEGE

Board of Community College of the University of Arkansas

By the authority of the Board of Trustees of the University of Arkansas and upon
recommendation of the Faculty confers upon

Alejandra Ramirez

this

Associate of Science

in

Psychology

with all the Rights, Privileges, and Responsibilities appertaining thereto.

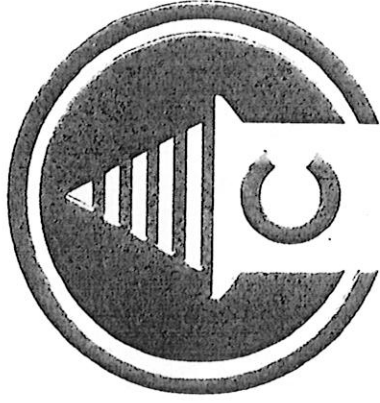
Dated at the College in De Queen, Arkansas
this twelfth day of May, A.D. two thousand and eighteen.

Mark Walderup

Chairman, Board of Trustees of HCA

Kathy N. Seibert

Chairman of the Board of Visitors



Don R. B. B.

President, HCA System

R. C. C.

Chancellor, UCA

Ordinary Community College of the University of Arkansas

By the authority of the Board of Trustees of the University of Arkansas and upon recommendation of the Faculty confers upon

Alejandra Ramirez

this

Associate of Science

in

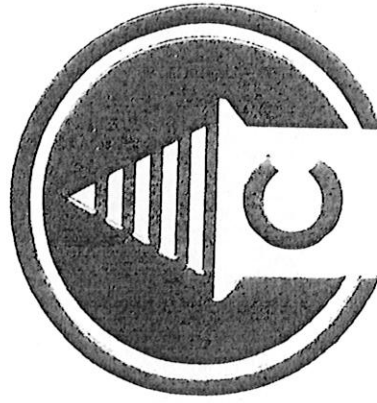
Criminal Justice

with all the Rights, Privileges, and Responsibilities appertaining thereto.

Dated at the College in De Queen, Arkansas
this twelfth day of May, A.D. two thousand and eighteen.

Mark Walden
Chairman, Board of Trustees of H&A

Kathy N. Stewart
Chairman of the Board of Visitors



D. O. R. B. O.
President, H&A System

R. C. C.
Chancellor, UOAR



Texas A&M University
OFFICE OF THE REGISTRAR
7101 University Ave.
Texarkana, Texas 75503

Issued To: Alejandra Ramirez
305 N 6th St
Nashville, AR 71852-4525
United States

ISSUED TO STUDENT

ACADEMIC RECORD

Page: 1

Date Issued: 01-JUL-2020

Level: Undergraduate

Record of: Alejandra Ramirez

Student ID: 80022542

SSN: ***-**-4555

Date of Birth: 04/25/1996

Course Level: Undergraduate

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R	SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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TRANSFER CREDIT ACCEPTED BY THE INSTITUTION:

Transfer Information continued:

201380	Cossatot Community College			201740	Cossatot Community College		
GENL 1XXX	Cosmetology A	4.00 BE		HIST 1XXX	Western Civ to 1700	3.00 B	
GENL 1XX	Cosmetology B	4.00 WE					
Ehrs: 0.00 GPA-Hrs: 0.00 Qpts: 0.00				Ehrs: 3.00 GPA-Hrs: 3.00 Qpts: 9.00			

201580	Cossatot Community College			201780	Cossatot Community College		
ENGL 1301	Composition	3.00 B		BIOL 1XXX	General Botany w/ Lab	4.00 B	
GOVT 2305	Am Govn I (Federal)	3.00 B		ENGL 2XXX	World Literature I	3.00 A	
Ehrs: 6.00 GPA-Hrs: 6.00 Qpts: 18.00				MATH 1314	College Algebra	3.00 F	E

201620	Cossatot Community College			Ehrs: 7.00 GPA-Hrs: 7.00 Qpts: 24.00			
ENGL 1302	Composition	3.00 C					
MUSI 1306	Mus. App.	3.00 B		201820	Cossatot Community College		
PSYC 2301	Intro to Psy	3.00 B		BIOL 1108	Biology for Non-Sci Maj I	1.00 B	
Ehrs: 9.00 GPA-Hrs: 9.00 Qpts: 24.00				BIOL 1308	Biology for Non-Sci Maj I	3.00 B	

201640	Cossatot Community College			MATH 1314	College Algebra	3.00 A	
HIST 1301	U.S. History I	3.00 C		PHED 1XXX	Personal & Comm Health	3.00 B	
PHED 1XXX	Walking For Fitness	1.00 A		PSYC 1XXX	Abnormal Psychology	3.00 A	
Ehrs: 4.00 GPA-Hrs: 4.00 Qpts: 10.00				PSYC 2314	Human Growth & Dev	3.00 B	

201680	Cossatot Community College			Ehrs: 15.00 GPA-Hrs: 15.00 Qpts: 54.00			
CRIJ 1301	Intro to Criminal Justice	3.00 B					
PSCI 1XXX	State & Local Gov	3.00 A		INSTITUTION CREDIT:			
SOCI 1301	Intro to Sociology	3.00 B		Fall 2018			
SPCH 1315	Public Speaking	3.00 A		CJ 320	Deviance & Dev Behavior	3.00 B	9.00
Ehrs: 12.00 GPA-Hrs: 12.00 Qpts: 42.00				PSCI 331	Intro to Public Adm/Idrshp	3.00 B	9.00

201720	Cossatot Community College			SOC 385	Globalization & Soc Change	3.00 A	12.00
BCIS 1305	Business Computer Applicat	3.00 C		Ehrs: 9.00 GPA-Hrs: 9.00 Qpts: 30.00			
Ehrs: 12.00 GPA-Hrs: 12.00 Qpts: 42.00				Good Standing			

201720	Cossatot Community College			Spring 2019			
BCIS 1305	Business Computer Applicat	3.00 C		PSCI 320	Intro to Constitutional Law	3.00 D	3.00
Ehrs: 12.00 GPA-Hrs: 12.00 Qpts: 42.00							

***** CONTINUED ON NEXT COLUMN *****

***** CONTINUED ON PAGE 2 *****

REJECT DOCUMENT IF SIGNATURE BELOW IS DISTORTED



Jana Boatright, Registrar



Texas A&M University
ICE OF THE REGISTRAR
7101 University Ave.
Texarkana, Texas 75503

ACADEMIC RECORD

Page: 2
Date Issued: 01-JUL-2020
Level: Undergraduate
Date of Birth: 04/25/1996

Record of: Alejandra Ramirez

Student ID: 80022542

SSN: ****-**-4555

SUBJ NO.	COURSE TITLE	CRED	GRD	PTS	R
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Institution Information continued:

PSCI 465 The Executive
6.00 GPA-Hrs: 6.00 QPts: 3.00 C 6.00
Good Standing 9.00 GPA: 1.50

Fall 2019
PSCI 2301 Amer Govt I: Fed & Tex Constitu 3.00 B 9.00
PSCI 445 Public Opinion 3.00 C 6.00
6.00 GPA-Hrs: 6.00 QPts: 15.00 GPA: 2.50
Good Standing

Spring 2020
HUMA 1301 Intro to the Humanities I 3.00 A 12.00
PSCI 2302 Amer Govt II: Fed & TX Pol Beha 3.00 B 9.00
PSCI 427 Public Law 3.00 B 9.00
9.00 GPA-Hrs: 9.00 QPts: 30.00 GPA: 3.33
Good Standing

Summer 2020
IN PROGRESS WORK

SOC 380 Eth & Cult Divers in America 3.00 IN PROGRESS
In Progress Credits 3.00
***** TRANSCRIPT TOTALS *****
TOTAL INSTITUTION Earned Hrs GPA Hrs Points GPA
30.00 30.00 84.00 2.80
TOTAL TRANSFER 67.00 67.00 204.00 3.04
OVERALL 97.00 97.00 288.00 2.97

TSI Information:
TSI AREA TSI STATUS EXPLANATION
All Exempt Exempted based on Associate

***** CONTINUED ON NEXT COLUMN *****

Core cont:
Core Curriculum:
010 ENGL 1301 B Fall 2015 022209
010 ENGL 1302 C Spring 2016 022209
020 MATH 1314 A Spring 2018 022209
030 BIOL 1308 B Spring 2018 022209
050 MUSI 1306 B Spring 2016 022209
060 HIST 1301 C Summer I 2016 022209
080 PSYC 2301 B Spring 2016 022209
090 SPCH 1315 A Fall 2016 022209
CORE CURRICULUM NOT COMPLETE

TEC 51.907 Undergraduate Course Drop Counter - 0
***** END OF TRANSCRIPT *****

REJECT DOCUMENT IF SIGNATURE BELOW IS DISORTED



Jana Boatright, Registrar

Southern Arkansas University

Be it Known that

Ra'hem Trashail Ward

having completed the course of study as prescribed by the Faculty and Board of Trustees, and having complied with all other requirements of the University, is awarded the Degree of

Bachelor of Science

with all the rights, privileges, and honors thereunto appertaining.

In testimony thereof the signatures of the proper officials and the seal of Southern Arkansas University are affixed hereunto.

Issued at Magnolia, Arkansas, this thirtieth day of April 2021.

Monty Harrington

Chairman of the Board of Trustees



Fred Berry

President of the University

Southwest Baptist University

has Conferred upon

Samuel David Barrett

the Degree of

Bachelor of Science in Physical Education

with all rights, honors and privileges appertaining thereto.

In witness thereof, this diploma duly signed has been issued and
the seal of the University affixed.

Issued by the Board of Trustees upon recommendation of the Faculty at Holikar, Missouri,
this month of May, A.D. 2001.

John R. Duncan
Chairman of the Board of Trustees

C. Pat Taylor
President



Gordon Rutledge
Provost

Arkansas Tech University

Be it known that

Jennifer Lynne Blasingame

having completed the course of study as prescribed by the Faculty and Board of Trustees and having complied with all other requirements of the University, is awarded the Degree of

Bachelor of Arts

In Testimony Whereof the Board of Trustees upon recommendation of the Faculty has granted this diploma bearing the seal of the University.
Dated at the University in Russellville, Arkansas

May 12, 2012

Tommy Rhodes
Registrar

John Webb
Vice President for Academic Affairs



August Wheland
Chairman Board of Trustees

Steve Horn
President

Arkansas Tech University

We it know that

Jordan Nicole Jenkins

having completed the course of study as prescribed by the Faculty and Board of Trustees, and having complied with all other requirements of the University, is awarded the Degree of

Bachelor of Arts
Rehabilitation Science
Summa Cum Laude

*In Testimony Whereof, the Board of Trustees, upon recommendation of the Faculty has granted this diploma bearing the seal of the University.
Dated at the University in Russellville, Arkansas.*

May 11, 2019.

F. P. Krueger

Chair, Board of Trustees



Robin E. Bowen

President

Tommy Weaver

Registrar

Arkansas Tech University

We it know that

Tanzie Marie Simmons

having completed the course of study as prescribed by the Faculty and Board of Trustees, and having complied with all other requirements of the University, is awarded the Degree of

Bachelor of Arts

In Testimony Whereof, the Board of Trustees, upon recommendation of the Faculty has granted this diploma bearing the seal of the University.

Dated at the University in Russellville, Arkansas,

May 10, 2008.



Tammy Rhodes
Registrar

Jack P. Brown
Vice President for Academic Affairs

William R. Hargen
Chairman Board of Trustees

Robert C. Brown
President

Arkansas Tech University
Russellville, Arkansas

We it know that

Suzanne Hammer

having completed the course of study as prescribed by the Faculty and Board of Trustees, and having complied with all other requirements of the University, is awarded the Degree of

Bachelor of Arts

In Testimony Whereof, the Board of Trustees, upon recommendation of the Faculty has granted this diploma bearing the seal of the University.

Dated at the University in Russellville, Arkansas,

May 8, 2004.

Lammy Rhodes
Registrar

Josh Wilson
Vice President for Academic Affairs



David Shore
Chairman, Board of Trustees

Robert C. Brown
President

University of Arkansas



The Board of Trustees of the University of Arkansas,

in recognition of the fulfillment of all requirements, does

therefore confer upon

Catherine Vanette West

the degree of

Bachelor of Science

Psychology

with all the rights and privileges appertaining to that degree

August 12, 1996

Chas. L. Goff
Chairman of the Board of Trustees

B. Van Dine
President

Paul J. Taylor
Chancellor

Arkansas Tech Institute

Be it known that

Dana Archelle Bailey

having completed the course of study as prescribed by the Faculty and Board of Trustees, and having complied with all other requirements of the University, is awarded the Degree of

Bachelor Professional Studies

In Testimony Whereof the Board of Trustees, upon recommendation of the Faculty has granted this diploma bearing the seal of the University.

Dated at the University in Fayetteville, Arkansas.

August 10, 1942.

Sammy Rhodes, Registrar

[Signature]
Vice President for Academic Affairs



[Signature]
Chairman Board of Trustees

[Signature]
President

NAME: POWELL RENEE E
MONTH/DAY OF BIRTH: 03/16

STUDENT NO: 406-84-0896 PAGE 1 OF 1
FORMER NAME: SMOTHERS RENEE E

COURSE	TITLE	CR	GR	LV	CM	L	COURSE	TITLE	CR	GR	LV	CM	L
FALL 1986 FRESHMAN							SUMMER 1986 JUNIOR						
SOC 150	PRIN OF SOCIOLOGY	3	A				MUS 100	MUSIC FUNDAMENTALS	2	A			
GRY 100	WORLD REG GEOGRAPHY	3	C				EDG 318	FOUNDNS/READ INST	3	A			
HNC 160	PRIN DEV/ERLY CHIL	3	B				RXC 319	PRAC/PDS RDC INST	1	A			
ENG 112	COMPOSITION	3	B				PED 135	AQUACISK	1	A			
HST 102	WESTERN CIVILIZ II	3	N				HEC 500	WORKING W FAMILIES	3	N			
TOT HRS 12 SEM HRS 12 CUM GPA 3.00							TOT HRS 89 SEM HRS 7 CUM GPA 3.12						
SPRING 1986 FRESHMAN							FALL 1988 SENIOR						
ENG 122	COMPOSITION	3	C				HDG 420	ASSESS PERSLENG RD	3	B			
MIR 3	INTERM ALGEBRA	3	A				EDG 421	PRAC/ASSESS/PER RD	1	A			
PSY 121	INTRO PSYCHOLOGY	3	B				THE 205	SPEECH-ELM CLASSRM	3	A			
ART 200	EXPERIENCING ARTS	3	C				CHM 108	CHEM FOR CITIZEN	3	P			
BIO 102	PRIN BIOL SCIENCE	4	B				PED 358	HEALTH ED EL TEACH	3	B			
TOT HRS 20 SEM HRS 16 CUM GPA 2.89							TOT HRS 102 SEM HRS 13 CUM GPA 3.15						
FALL 1986 SOPHOMORE							TR 1989 UNIV OF CENTRAL ARKANSAS AR						
HST 121	HIST OF US TO 1877	3	B				SEM HRS 6						
HNC 130	ESS OF NUTRITION	3	A				SPRING 1989 SENIOR						
MTH 110	ARITH FOR TEACHERS	2	B				EAS 353	HIST EDU THOUGHT	2	B			
COM 105	INTRO SPEECH COMMU	3	C				EAS 565	SEL/UTILZ ED MEDIA	2	A			
PED 100	NEUTROM ACT MOD LIV	2	B				ELE 495	SUPRV TEACHING-ELE	6	A			
TOT HRS 41 SEM HRS 13 CUM GPA 2.93							ELE 429	TCHG MATH ELEM SCH	2	A			
SPRING 1987 SOPHOMORE							SEE 530	ED ALTERNV EXC STU	2	B			
ELE 221	INTRO TO ELEM EDUC	4	B				ELE 438	TCHG SOC STU EL SC	2	A			
PHY 101	PHY SCI ELEM TCHRS	4	A				TOT HRS 124 SEM HRS 16 CUM GPA 3.23						
PSY 160	EDUCATIONAL PSYCHL	2	B				DEGREE: BACHELOR OF SCIENCE IN EDUCATION						
PED 341	PHY EDU-ELEM TCHR	2	A				DATE: MAY 19, 1989						
TOT HRS 53 SEM HRS 12 CUM GPA 3.06							MAJOR: ELEMENTARY EDUCATION						
FALL 1987 JUNIOR							NCATE ACCREDITED: ELEMENTARY EDUCATION						
ED 155	PRIN MACROECONOMIC	3	P				(1-5)						
PLS 101	AM GOV I/ORG/FUNC	3	B				** END OF RECORD **						
SPE 535	EDUC EVAL EXCEP ST	3	B										
GRY 140	EARTH SCI/EL TEACH	2	B										
ILT 101	WORD STUDY	2	H										
PLS 501	SENATE BILL #4 MGT	0											
TOT HRS 66 SEM HRS 13 CUM GPA 3.05													
SPRING 1988 JUNIOR													
ENG 382	CHILDRENS LIT	3	C										
ELE 425	DEV CHLD LANG PTNL	3	A										
PED 545	PERCPL/MOTOR DEVL	3	B										
PED 103	BEGINNING TENNIS	1	B										
MUS 303	MUSIC-CLASSRM TCHR	3	B										
HST 122	HIST OF US 1877 PR	3	B										
TOT HRS 32 SEM HRS 16 CUM GPA 3.04													
** CONTINUED **													

ISSUED TO STUDENT
(This is red ink.)

OFFICIAL SIGNATURE IS WHITE WITH A MAROON BACKGROUND

Southwest Missouri State University
Official Record

RAISED SEAL NOT REQUIRED



Kim R. Bell, Registrar

DATE ISSUED: 08/12/2004
TRANSCRIPT PREPARED FOR:

RENEE E POWELL
WILL CALL

The name of the university is printed in white across the face of the transcript. The word COPY appears when photocopied. Copies and transcripts issued to the student should not be accepted as an official institutional document.



Coach Certification

Presented to

SHERRY BURKE

on April 19, 2023

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

Christy Ward

on May 17, 2020

CERTIFYING PERSON'S NAME
SAFECARE TITLE
AGENCY NAME



Provider Certification

Presented to

Allison Morgan

on January 21, 2021

CERTIFYING PERSON'S NAME
SAFECARE TITLE
AGENCY NAME



Provider Certification

Presented to

Jennifer Hernandez

on September 21, 2021

CERTIFYING PERSON'S NAME
SAFECARE TITLE
AGENCY NAME



Provider Certification

Presented to

Tanya Young

on June 21st, 2023

Sherry Burke

CERTIFYING PERSON'S NAME
SafeCare Enrollment Coordinator/Coach
Compact Family Services



Coach Certification

Presented to

Allie Ramirez

on July 20, 2023

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Coach Certification

Presented to

Erin Davlin

on July 20, 2023

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

ERIN DAVLIN

on March 17, 2021

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

KRISTI NEWTON

on November 16, 2021

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

RA'VEON WARD

on November 23, 2021

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

Jennifer Blasingame

on November 3, 2020

CERTIFYING PERSON'S NAME
SAFECARE TITLE
AGENCY NAME



Coach Certification

Presented to

Jordan Jenkins

on August 29, 2023

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

Jordan Jenkins

on October 19, 2020

CERTIFYING PERSON'S NAME
SAFECARE TITLE
AGENCY NAME



Provider Certification

Presented to

SUZANNE TUDOR

on February 15, 2021

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

TANZIE SIMMONS

on March 1, 2021

Koren M. Young

*CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER*



Provider Certification

Presented to

David Barrett

on

June 2, 2023

J Blasingame

CERTIFYING PERSON'S NAME
SAFECARE TITLE
AGENCY NAME



Coach Certification

Presented to

RENEE POWELL

on May 31, 2023

Koren M. Young

CERTIFYING PERSON'S NAME
SAFECARE STATE TRAINER



Provider Certification

Presented to

Catherine Binns

on July 4, 2023

*Koren Young
State Trainer
SafeCare AR State Office
Arkansas Children's Home Visiting Network*



Provider Certification

Presented to

Dana Dailey

September 18, 2023

Renee Powell

*Renee Powell
Area 10 Enrollment Coordinator
Compact Family Services*