

**TECHNICAL RESPONSE PACKET**  
**RFP FOR PLPA/SPLPA**  
**SOLICITATION BID #710-24-0017**  
**SECOND CHANCE YOUTH RANCH**



# RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	Second Chance Youth Ranch		
Address:	P.O Box 901		
City:	Bryant	State:	ARKANSAS
		Zip Code:	72089
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input 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:	Rachel Hubbard	Title:	Director
Phone:	501-231-0276	Alternate Phone:	501-258-1807
Email:	hubbard@ZCYR.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.
<p><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></p>

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 <b>shall not</b> 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 <b>shall not</b> boycott Israel during the term of a contract awarded as a result of this solicitation.
<input checked="" type="checkbox"/> Prospective Contractor does not and <b>shall not</b> 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:** Rachel Hubbard                      **Title:** Director  
**Printed/Typed Name:** Rachel Hubbard                      **Date:** 12-18-23

# SECTIONS 1 – 4: 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: Rachel Hubbard

Use Ink Only.

Printed/Typed Name: Rachel Hubbard Date: 12-18-23

**SIGNED ADDENDA NOT  
APPLICABLE**

Attachment Number

Action Number

### CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

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

IS THIS FOR:

Yes  No Second Chance Youth Ranch

TAXPAYER ID NAME:

Goods?  Services?  Both?

YOUR LAST NAME: Strike

FIRST NAME: Chad

M.I.:

ADDRESS: 21815 Interstate 30

CITY: Bryant

STATE: AR

ZIP CODE: 72022

COUNTRY: Selme

**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	<input checked="" type="checkbox"/>		<u>Sec. of State</u>	<u>1/2019</u>		<u>John Thurston</u>	<u>Bro-in-law</u>
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 % of ownership interest and/or what is his/her position of control?	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

None of the above applies

Contract Number \_\_\_\_\_  
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 \_\_\_\_\_ Title Clinical Director Date 12/13/23

Vendor Contact Person Shanelle H. Whitwell Title Director Phone No. 501-231-0270

*Agency Use Only*

Agency \_\_\_\_\_

Agency Name Department of Human Services

Agency Contact Person \_\_\_\_\_

Contact \_\_\_\_\_

Phone No. \_\_\_\_\_

Contract \_\_\_\_\_

or Grant No. \_\_\_\_\_



Second Chance Ranch, Inc.

Second Chance Youth Ranch provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, Second Chance Youth Ranch complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training. Second Chance Youth Ranch expressly prohibits any form of workplace harassment based on race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, or veteran status. Improper interference with the ability of Second Chance Ranch's employees to perform their job duties may result in discipline up to and including discharge.

# COUNTIES

- *Instructions: Select each county in which services can be provided by the Prospective Contractor. (Refer to Attachment J State Map of Counties).*

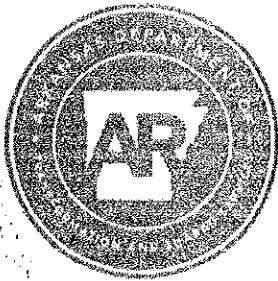
Arkansas	
Ashley	
Baxter	
Benton	
Boone	
Bradley	
Calhoun	
Carroll	
Chicot	
Clark	
Clay	
Cleburne	
Cleveland	
Columbia	
Conway	
Craighead	
Crawford	
Crittenden	
Cross	
Dallas	
Desha	
Drew	
Faulkner	
Franklin	
Fulton	

Garland	✓
Grant	✓
Greene	
Hempstead	
Hot Spring	✓
Howard	
Independence	
Izard	
Jackson	
Jefferson	
Johnson	
Lafayette	
Lawrence	
Lee	
Lincoln	
Little River	
Logan	
Lonoke	
Madison	
Marion	
Miller	
Mississippi	
Monroe	
Montgomery	
Nevada	

Newton	
Ouachita	
Perry	✓
Phillips	
Pike	
Poinsett	
Polk	
Pope	
Prairie	
Pulaski	✓
Randolph	
Saline	✓
Scott	
Searcy	
Sebastian	
Sevier	
Sharp	
St. Francis	
Stone	
Union	
Van Buren	
Washington	
White	
Woodruff	
Yell	

All counties (Statewide)	
--------------------------	--





Department of Transformation and Shared Services

Governor Sarah Huckabee Sanders

Secretary Joseph Wood

Director Edward Armstrong

CERTIFICATION FOR BOYCOTT AND ILLEGAL IMMIGRANT RESTRICTIONS

Pursuant to Arkansas law, a vendor must submit the below certifications prior to entering into a contract with a public entity for an amount as designated by the applicable laws.

- 1. Israel Boycott Restriction: For contracts valued at \$1,000 or greater. A public entity shall not enter into a contract with a company unless the contract includes a written certification that the person or company is not currently engaged in a boycott of Israel. If at any time after signing this certification the contractor decides to engage in a boycott of Israel, the contractor must notify the contracting public entity in writing. See Arkansas Code Annotated § 25-1-503.
2. Illegal Immigrant Restriction: For contracts exceeding \$25,000. No state agency may enter into or renew a public contract for services with a contractor who employs or contracts with an illegal immigrant. A contractor shall certify that it does not employ, or contract with, illegal immigrants. See Arkansas Code Annotated § 19-11-105.
3. Energy, Fossil Fuel, Firearms, and Ammunition Industries Boycott Restriction: For contracts valued at, or exceeding, \$75,000. A public entity shall not enter into a contract with a company unless the contract includes a written certification that the person or company is not currently engaged in, and agrees for the duration of the contract not to engage in, a boycott of an Energy, Fossil Fuel, Firearms, or Ammunition Industry. If a company does boycott any of these industries, see Arkansas Code Annotated § 25-1-1102.

By signing this form, the contractor agrees and certifies that it does not, and shall not for the remaining aggregate term of the contract, participate in the activities checked below:

- [X] Do not boycott Israel.
[X] Do not employ illegal immigrants.
[X] Do not boycott Energy, Fossil Fuel, Firearms, or Ammunition Industries.

Table with 2 columns: Field Name, Value. Fields include Contract Number & Description (PLPA/SPLPA Bid # 710-24-0017), Name of Public Entity (Second Chance Youth Ranch), Name of Vendor/Contractor (Second Chance Youth Ranch), and AASIS Vendor Number (600001157).

Rachel Hubbard
Contractor Signature

12-18-23
Date

# SECTION 2.3 MINIMUM QUALIFICATIONS

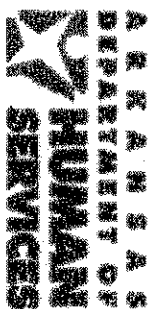
Please select one (1) of the following:

- Currently licensed as a Private Licensed Placement Agency by the Child Welfare Agency Review Board.  
If the Prospective Contractor is currently licensed, the Prospective Contractor must provide with bid submission a copy of licensure.
  
- NOT** currently licensed as a Private Licensed Placement Agency by the Child Welfare Agency Review Board.  
If the Prospective Contractor is not currently licensed, the Prospective Contractor must complete and sign the Statement of Attestation located on page 7 of this response packet.



**THE ARKANSAS CHILD WELFARE AGENCY REVIEW BOARD**

In cooperation with  
The Arkansas Department of Human Services  
Division of Child Care and Early Childhood Education



CERTIFIES THAT

DESTINED TO WIN/SECOND CHANCE RANCH, INC.

DBA DESTINED TO WIN SECOND CHANCE RANCE INC PLACEMENT

201 DESTINED TO WIN ROAD

BENTON AR 72019

IS HEREBY ISSUED A CHILD PLACEMENT LICENSE #249

FOR THE PURPOSE OF PROVIDING, IN THE STATE OF ARKANSAS, THE FOLLOWING SERVICES:

FOSTER CARE:

THIS IS A REGULAR LICENSE WITH AN EFFECTIVE DATE OF (6/5/2020) AND WILL REMAIN IN EFFECT UNLESS THERE IS A STATUS CHANGE

In Witness whereof

Chairman, Child Welfare Agency Review Board

Date: 12/18/2023



# STATEMENT OF ATTESTATION

The Contractor **must** be licensed as a Private Licensed Placement Agency by the Child Welfare Agency Review Board by the contract start date of July 1, 2024, as set out in the Minimum Licensing Standards for Child Welfare Agencies. Failure to do so will result in contract termination. Services and payments shall not be provided under any resulting contract without licensure. Any license submitted after the bid opening but before July 1, 2024, **must** be submitted to the Program Manager of the SSU.

By signature below, the Prospective Contractor agrees to and shall fully comply with all requirements as described in this attestation.

Authorized Signature: Rachel Hubbard

Printed/Typed Name: (Use Ink Only) Rachel Hubbard Date: 12-18-23

**VOLUNTARY  
PRODUCT  
ACCESSIBILITY  
TEMPLATE  
NOT  
APPLICABLE**

Information for Evaluation  
Bid Number 710-24-0017  
RFP Description: Specialized Private License Placement Agency  
Vendor: Second Chance Youth Ranch

**1. Minimum Qualifications**

**A. Provide information regarding staffing. Identify key personnel that will execute the requirements of this RFP. Include name, status, (full time or part time employee), title, role, responsibility, and credentials.**

Vendor Response:

Perry Black (part time non-paid employee)

Founder/Chief Executive Officer (resume attached- Attachment #1)

-strategic planning

-building projects general contractor

-operations oversight

Chad Strike, Licensed Clinical Social Worker (full time employee)

Clinical Director with a Master Degree in Social Work (resume attached- Attachment #2)

-ensure that all therapeutic needs of the children are fully met

-admission and discharge of children

-communication with Family Service Workers

-support and emergency interventions for foster parents and children

-SAFE home studies and supervision (certification attached- Attachment #3)

Liz Garcia

Foster Care Coordinator and Trainer with a Bachelor's Degree in Criminal Justice (resume attached- Attachment #4)

-National Training and Development Curriculum (NDTC) Supervisor (certification attached -- Attachment #5)

-SAFE home studies and supervision (certification attached- Attachment #6)

-foster parent recruitment

-precertification process for foster parents

Rachel Hubbard, Qualified Behavioral Health Provider (full time employee)

Operations Director with a Bachelor's Degree in Early Childhood Education (resume attached- Attachment #7)

-support and emergency interventions for foster parents and children

-coordination of support and resources for foster parents and children

-ensuring that Second Chance Ranch fulfills all contractual obligations

-public relations and fundraising

-ensuring foster parent and staff compliance with expectations

Billy Hubbard, Qualified Behavioral Health Provider (full time employee)  
 Operations Director (resume attached- Attachment #8)  
 -oversight of buildings and maintenance  
 -ensuring foster parent and staff compliance with expectations  
 -managing projects and planning logistics

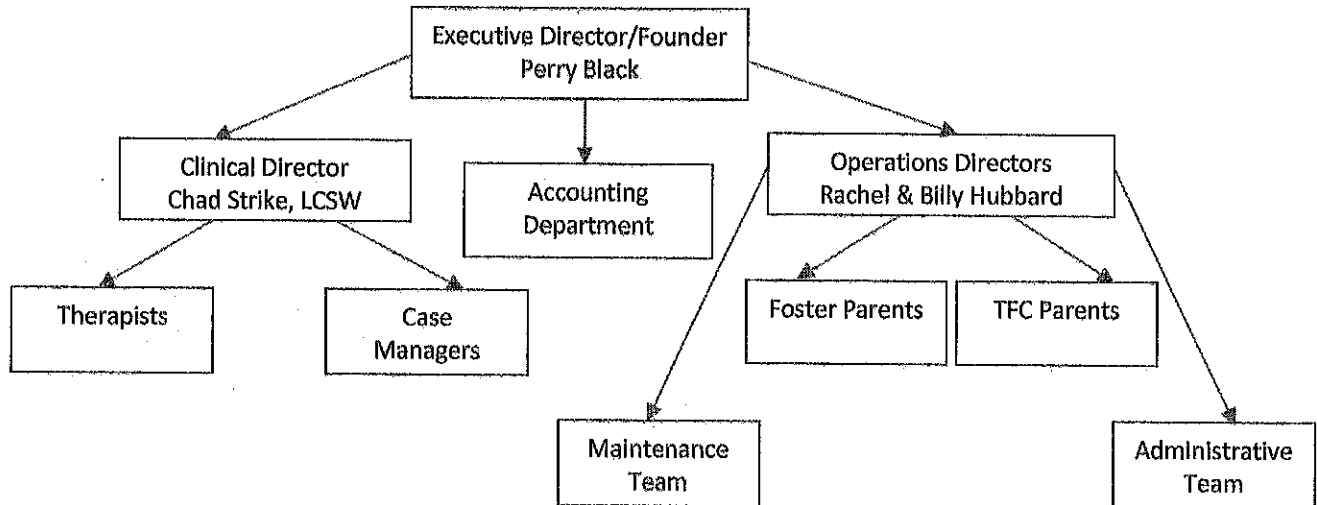
Cenzington Crain (full time employee)  
 Administrative Team Member with a Bachelor's Degree Criminal Justice (resume attached- Attachment #9)  
 -ensuring licensing compliance in all departments  
 -maintaining records  
 -communication with supporting departments and organizations

Cindy Golden (part time employee)  
 Accounting Executive with an Associate's Degree in Accounting (resume attached- Attachment #10)  
 -process invoices for monthly billing through DCFS  
 -monthly reports to DCFS  
 -monthly certification of compliance to DCFS  
 -balance overall budget

Jaime Parker (full time employee)  
 Bookkeeper (resume attached- Attachment #11)  
 -collecting receipts for expenditures and documenting use of funds  
 -assist in balancing overall budget  
 -calculate and facilitate payments to foster parents  
 -process invoices for monthly billing through DCFS

**B. Provide an organizational chart displaying the overall business structure.**

Vendor Response:



**C. Describe how the vendor proposes to maintain sufficient staffing levels to ensure successful implementation of the Scope of Work.**

**Vendor Response:**

Second Chance Ranch uses four techniques in order to maintain sufficient staffing to ensure successful implementation of the proposed work. The first technique is training. All staff start from day one with extensive training. Training is then carried out on a regular basis and based on the individual needs of each staff member. The view is that when trained, the staff member/foster parent feels more comfortable completing his/her work, and he/she becomes less likely to burn out. The second technique is through regular staffing. The directors meet with all staff on a regular basis. Staffing serves to educate, support and evaluate how staff members are doing in their required tasks. Regular staffing helps staff and foster parents to feel connected and held accountable for their tasks. The third technique to maintain sufficient staff is through support. Clear lines of communication and frequent contact helps staff to feel supported and given the message they are not alone. By creating a community feeling, staff feel connected and not isolated. The fourth technique involves maintaining a year-round recruitment campaign; new team members and potential foster parents are regularly recruited through social media, television, speaking engagements, and print media.

**D. Provide a brief history of the Prospective Contractor's number of years of experience in providing social work or work in a child welfare related field as well as completed training.**

**Vendor Response:**

Second Chance Youth Ranch began serving children in the foster care system on December 5, 2005. Since that time, hundreds of children and their families have found hope and healing through the organization. Second Chance Youth Ranch has not only served as "home" and as an extension of each child's family, but it has also provided home based trauma informed therapy for each child.

The Ranch's leadership team has been committed to being a positive force in the world of child welfare for many years as well. Founder, Perry Black, spent much of his childhood in a group foster home alongside his mother who served as a house parent. He had a desire to impact children and teenagers from that young age, and he has been involved in daily ministry to young people from all walks of life since 1973. Clinical Director, Chad Strike, has been involved in working with youth in crisis since 2001. He has served as a therapist, emergency response member, and director of social services in various settings including clinics, children's homes, and behavioral hospitals. He has served as a foster parent since 2021. He holds certifications in TF-CBT (Trauma Focused Cognitive Behavioral Therapy), CPP (Child Parent Psychotherapy), SAFE Home Studies, Presley Ridge Therapeutic Foster Care Training, and Handle with Care Instruction. Operations Directors, Rachel and Billy Hubbard have served as both foster parents and administrators at Second Chance Youth Ranch since 2007. They have experience and knowledge in TBRI (Trust Based Relational Interventions). They also travel the state providing trauma sensitive training to teachers, school counselors, foster parents, and adoptive parents.



**E. Provide a minimum of three (3) different clients where you served as the prime contractor for services of similar size and scope in the past three (3) years. (Attachment I – Client History Form completed and signed)**

Vendor Response: See Attachment #12

**E.2 Approach to Scope of Work**

**A. Describe the Prospective Contractor's ability to provide statewide services include the number of homes available and the city they are located in.**

Vendor Response:

Second Chance Youth Ranch has worked closely with DCFS for over 18 years now. We have the ability to serve children and youth needing foster care placement from any area of the state. We have the ability to open and serve foster homes within the central Arkansas area.

Second Chance Youth Ranch currently has 23 licensed foster homes located in central Arkansas— 3 homes in Paron, 1 in Hot Springs, 2 in Sherwood, 3 in Alexander, 7 in Bryant, 1 in Mabelvale, 1 in Sheridan, 1 in Little Rock, 1 in North Little Rock, 3 in Benton. The process of opening additional homes is ongoing; four additional homes are expected to be opened by the close of 2023.

Second Chance Youth Ranch is willing and able to open homes in the following counties: Garland, Grant, Hot Spring, Perry, Pulaski, and Saline. Opening is currently focused on these counties in central Arkansas to ensure that clinical and support staff can provide regular support and emergency intervention services within a reasonable amount of travel time.

**B. Describe how vendor plans to comply with DCFS policy and procedures.**

Vendor Response:

Second Chance Youth Ranch has carefully reviewed the DCFS policies and procedures for Private Licensed Placement Agencies.

Second Chance Youth Ranch plans to and is capable of meeting all the requirements outlined in the Resource Parent Handbook and the DCFS Minimum Licensing Standards. The requirements have been thoroughly reviewed, and all team members and foster parents are provided with a link and a printed copy to refer to as needed. Second Chance Youth Ranch feels we have been on the same page with these guidelines, and we have a long-standing history of complying with all licensing inspections and making any needed adjustments promptly. All foster homes will be closely monitored to include but not limited to quarterly visits and required re-evaluations of the home.

**C. Describe in detail how the Prospective Contractor plans to execute the Scope of Work independent of DCFS.**

**Vendor Response:**

Second Chance Youth Ranch plans to provide services described in the RFP in the following manner:

- A) All children will be placed in family homes that meet the DCFS Minimum Licensing Standards and that follow all DCFS policies and procedures. Only children and youth referred by DCFS will be accepted into the program.
- B) Second Chance Youth Ranch agrees to provide the following:
- recruitment, training, licensing compliance, support, and retention of foster homes
  - recruitment efforts focused on families who will accept children and teens in foster care, sibling groups, and older youth
  - all necessary background checks, training, and SAFE home studies
  - monitoring all re-evaluations of each home including quarterly visits (and meeting licensing standards)
  - conduct training for resource families as specified by DCFS
  - electronic reporting
- C) A network of SPLPAs and PLPAs will be maintained to provide services and Second Chance Youth Ranch will be responsible for monitoring to ensure that all requirements are met independent of DCFS.
- D) Second Chance Youth Ranch will support reunification and permanency achievement by:
- working to ensure that siblings are placed together
  - assisting in weekly visitation of separated siblings
  - assisting with transportation to weekly visits for separated siblings
  - following all guidelines pertaining to the Alternate Care Policy
  - supporting reunification efforts
  - supporting relative placements in the SPLPA/PLPA setting
- E) Population – Second Chance Youth Ranch will accept traditional foster placements into its PLPA program. Large sibling groups, youth aged 12 and up, and youth transitioning out of QRTP placements will be accepted into the SPLPA program. Admissions will be carefully matched with the most appropriate resource home and will be dependent upon the foster parent's consent.
- F) Recruitment – Second Chance Youth Ranch will work in conjunction with DCFS to determine recruitment areas.
- G) Training – Second Chance Youth Ranch will retain staff members that have completed SAFE home study training. Second Chance Youth Ranch will attend the required DCFS orientation and training regarding agency policy, procedure, and form requirements within

the first ten business days of contract start date. Second Chance Youth Ranch will utilize the pre-service training for foster parents identified by DCFS; virtual training will be made available.

H) Referrals – Second Chance Youth Ranch is currently accepting DCFS referrals and will continue to do so.

I) Placement – Second Chance Youth Ranch will only place clients that meet admission criteria (as beds/slots are available). The home that is in the best interest of the child will be selected based on an individual assessment of the child's needs. Only approved resource homes will be used for placements. Written notice (within 24 hours) will be provided to FSW and SSU when a child is moved from one home to another; the reason for the move will be stated. A plan for supporting placements and preventing disruptions will be used. Crisis intervention will be provided. Disruptions will require a 30-day notice to DCFS unless there is an imminent safety risk. Appropriate mental health services will be provided to clients as needed. Every effort to ensure that siblings are placed together will be made.

J) Visitation and Reunification – Second Chance Youth Ranch will assist DCFS in visitation services including safe and reliable transportation and will support reunification efforts. Transportation will adhere to the AR Child Passenger Protection Act; all persons providing transportation will have a valid driver's license and liability insurance. FSWs will not be denied access to any foster homes.

K) Plan of Care – Second Chance Youth Ranch will provide continued support to all foster homes to prevent placement disruptions. Crisis intervention will be always available. 30-day notice to DCFS will be provided if a disruption must occur, unless there is an imminent safety factor. Monthly contact with each client's FSW will be maintained to discuss client progress, client needs, and problem areas. Records for each client's case plan will be maintained per DCFS policy; documentation will include all required components. 34% of the monthly payments that Second Chance Youth Ranch receives will be remitted to the foster parents.

L) Mental Health Services – Each child/youth within the program at Second Chance Youth Ranch will have a treatment team that is made up of a MHP, QBHP, and foster parent. The MHP and QBHP will develop a written plan to address emotional and behavioral issues along with preventing placement disruptions. The MHP and QBHP will be available on a 24-hour basis to address any crisis interventions that arise. The clinical director and operations directors will also be available when needed to address crisis interventions that take place. Each child/youth will receive a mental health assessment by an MHP within 30 days of admission. Mental health services will be provided to children/youth by a MHP, QBHP, and APN/Psychiatrist when applicable. Services will be provided on at least a weekly basis as necessary. Persons providing direct client services shall have at least a bachelor's degree in counseling, Criminal Justice, Early Childhood Education, Social Work, or Psychology (or related field).

M) Respite Care – Respite care to clients referred by DCFS will be provided as needed (and as space is available) in a family setting; referrals will be accepted 24 hours per day and 7 days per week. Respite time limits set by DCFS will be followed. Needed medical care for clients will be obtained. Visitation requests from DCFS will be followed. Safe and reliable transportation that complies with all laws will be provided. Respite parents will be properly trained and licensed as resource homes; minimum licensing standards will be applied.

N) Reporting – The CCWIS (ARfocus) will be used for electronic record keeping. Progress reports and data will be submitted through the portal. Second Chance Youth Ranch hopes to interface our existing system, Extended Reach, with the DCFS system, CCWIS (ARfocus).

**D. Describe Prospective Contractor's admission criteria.**

Vendor Response: Second Chance Youth Ranch will only accept children/youth in DCFS custody into DCFS contracted slots, with an emphasis placed on large sibling groups of 3 or more, children over the age of 12, and children transitioning from Qualified Residential Treatment Programs. A full description of Second Chance Youth Ranch's admission criteria has been provided (see attached- Attachment #13).

**E. Describe how the Prospective Contractor will work with DCFS to achieve reunification and permanency for children and youth.**

Vendor Response: Second Chance Youth Ranch will fully support DCFS in the mission of reunification and achieving permanence for children and youth. Second Chance Youth Ranch will place siblings in the same home as each other and will assist DCFS in weekly visitation of siblings who have been separated (to include transportation when needed). Second Chance Youth Ranch maintains a fleet of company vehicles to help with transportation and several comfortable, private rooms for facilitating family visits. Second Chance Youth Ranch is willing to supervise family visits as needed and will provide family therapy when appropriate. Second Chance Youth Ranch has a history of supporting reunification and adoptions, as evidenced by an openness to working together with these families. This openness has included hosting families on our campuses during the day and overnight, including families in birthday and holiday celebrations, providing resources to families, providing advice and counsel to families, displaying pictures of families in the child's foster home, regularly communicating with families as appropriate, sharing parenting decisions with families as appropriate, and visiting/supporting families once a child has transitioned home with them. Second Chance Youth Ranch will comply with licensing and DCFS policy in regards to the Alternate Care Policy.

**F. State your plan for continued placement support and crisis intervention surrounding placement disruption.**

Vendor Response: Second Chance Ranch is committed to preventing placement disruption for every child in our care. Foster parents will be provided with continual input for handling

concerns in the best possible manner. Identifying problems early on will be achieved by having a member of our clinical team communicate with foster parents weekly. Foster parents will receive regular support, training, help and breaks in order to ensure that they are fully prepared to walk through difficult situations with the children in their care. In cases in which a possible disruption might occur, the entire team will meet and work together to institute a plan of action to prevent that disruption. A member of the administrative team will always be available (24 hours per day, 7 days per week) to provide crisis intervention. That crisis intervention might include anything from a phone consultation to an in-home session to removing the child from the home for a short time to deescalate. All crisis intervention and parenting strategies will follow a trauma informed approach.

#### **G. Describe the Prospective Contractor's Referral Process**

Second Chance Youth Ranch has processes in place to ensure referrals are effectively addressed and responded to in an effective manner. Referrals are typically received in one of three ways. The directors (Rachel Hubbard, Billy Hubbard, Chad Strike) at Second Chance Youth Ranch have made their cell phone numbers available to DCFS case workers, investigators, and other necessary staff. Phone referrals are received, and necessary information is gathered to determine our availability and ability to meet the needs of the referring child/youth. Secondly, referrals are received via email. Information is gathered from the email to determine availability and ability to place the referring child in one of the foster homes. At times more information is requested to determine that ability for our foster homes to meet the needs of the referring child/youth. Third, Second Chance Youth Ranch currently uses Extended Reach to keep the child welfare documentation necessary to stay in compliance with Licensing and DCFS. Case workers and other individuals can submit a referral form directly from the Second Chance Youth website.

Each referral received is discussed by the placement team. The placement team looks at the availability within our foster homes. Typically, one of the placement team members will reach out to the caseworker and current placement to gather necessary information to determine if we are able to meet the needs of the referring child/youth. Once the necessary information is gathered then one of the placement team members will reach out to the foster family to determine if they will accept the referral. Many times, the foster family and the placement team member will call the current placement to ask necessary questions and determine how to make a smooth transition between the homes. Steps are taken to try to place each referring child in the proper home to try to prevent unplanned moves and help create stability with the child/youth.

#### **H. Provide a detailed summary that includes Structured Analysis Family Evaluation (SAFE) training.**

Vendor Response: Second Chance Youth Ranch will endeavor to carefully consider each potential foster home, to ensure that homes are safe, stable, and loving environments well suited for raising children and helping them to heal from past traumas. Second Chance Youth

Ranch will complete a SAFE home study for each potential foster home, including at least 2 visits in person with the foster parents and one visit to the home. Each age-appropriate member of the household will be interviewed.

The following SAFE home study supervisors will be utilized, and their certification is attached:

- Liz Garcia (see Attachment #6)
- Chad Strike, LCSW (see Attachment #3)
- Courtney Clark, LPC (see Attachment #14)

The following SAFE home study practitioners will be utilized, and their certifications are attached:

- Janis Paddy, QBHP (see Attachment #15)
- Jordan Yarberry, QBHP (see Attachment #16)
- Leah Henderson (see Attachment #17)
- Megan Morris (see Attachment #18)

### **E.3 Additional Contract Requirements**

#### **A. State how the vendor proposes to ensure all employees have required background checks.**

Vendor Response: An administrative team member will maintain up to date files on all employees and foster parents, including an Arkansas State Police criminal background check, Arkansas Child Maltreatment Registry Check, a Vehicle Safety Check, an FBI fingerprint based criminal background check, and an out of state child maltreatment investigation if required. He/she will run a monthly check to identify which background checks might be expiring soon. He/she will coordinate with employees and foster parents in order to ensure that they complete updated background checks as needed every two years. An automated system for catching upcoming due dates will be utilized through Extended Reach.

#### **B. Describe how you will comply with reporting and billing requirements stated in this RFP.**

Vendor Response:

The Second Chance Youth Ranch accounting department will be responsible for turning in the monthly report along with invoices for children/youth placed in the program.

- A report will be provided to DCFS by the 10<sup>th</sup> working day of the month for the preceding month that identifies: names of referrals received, child/youth placed in the program, discharges and reasons for the discharge, and any agency concerns.
- The accounting department of Second Chance Youth Ranch will use the PIE Financial Module to provide monthly invoices. All invoices will be provided by the 10<sup>th</sup> of the month.
- Second Chance Youth Ranch accounting department will also submit a certification of compliance with performance indicators with the month report and invoice.

#### **C. Describe your record retention and confidentiality policies.**

**Vendor Response:**

Administrative team is responsible for record keeping (see attached policy- Attachment #19). Records are kept through the child welfare specialized online system Extended Reach. Only authorized DCFS personnel and Second Chance Youth Ranch staff will be provided login information to access this system. Upon termination of employees, login access will be deactivated.

All information regarding children and their families shall be kept strictly confidential and may only be released with the consent of the parent/guardian, except to authorized persons or agencies (see attached policy- Attachment #20). All foster parents and staff members must sign a confidentiality agreement (to include social media), assuring that they understand the importance of protecting each child/family's confidentiality and legally binding them to protect their confidentiality. Any known breach of confidentiality, written or verbal, shall require immediate corrective action by the administrative team; corrective action may range from written warnings to termination. Information from agency files/records shall never be shared without appropriate written authorization.



**PB**

## OBJECTIVE

---

Reach hurting people!

## SKILLS

---

- leadership
- fundraising and public relations
- creative ideas and implementation
- organization and daily operations direction
- public speaking

## EXPERIENCE

---

**FAMILY CHURCH BRYANT • ARKANSAS CHRISTIAN ACADEMY • SECOND CHANCE RANCH • PRESENT**

- Senior Pastor Family Church Bryant
- Administrator Arkansas Christian Academy
- CEO Second Chance Youth Ranch

### FOUNDED:

- Founded Second Chance Youth Ranch 2000
- Founded Arkansas Christian Academy 2000
- Founded TLC Enterprise LLC 1992
- Founded Family Church Bryant 1990
- Founded TLC Builders & Developers Inc. 1989
- Founded Destined to Win/FOM Inc. 1987

### AGAPE CHURCH LITTLE ROCK, ARKANSAS • 1983-1987

- Associate Pastor & Office Manager

### SAFEMAY • 1973-1983

- Safeway Grocery Dallas Texas & Little Rock Arkansas

## EDUCATION

---

### ASSOCIATES DEGREE & LICENSED CLERGY • 1973-1975

Christ for the Nations Institute, Dallas Texas

## OTHER EXPERIENCE

---

Itinerant Minister, Author, Drug & Suicide Prevention Motivational Speaker  
•1988-1995



**Chad Strike, LCSW, C.T.S.**

9009 Snor Rd.  
Mabelvale, AR 72103  
(501) 602-2631  
Fourstrikes@aristotle.net

**Attachment 2****OBJECTIVE**

To provide quality mental health services to youth and families that address the mind, body and spiritual needs. Ensure the highest quality of services through the continued development and education of therapeutic techniques to address a multitude of mental health areas.

**EMPLOYMENT**

**DIRECTOR OF SOCIAL SERVICES** YEARS EMPLOYED MAY 2006 – PRESENT  
*Pinnacle Pointe Behavioral Healthcare System*  
Little Rock, AR

Responsibilities include supervising therapists for the Youth Acute Treatment Center and Residential Treatment Center. Other responsibilities include making daily therapist-client assignments, providing therapeutic services to clients, and addressing family complaints/conflicts. Identify and implement performance improvement plan for the acute and residential program that involves monthly peer reviews to identify quality of services in the assessments, master treatment plans, and progress notes. I have been employed by Pinnacle Pointe since February 2006 and have had advancements that include lead therapist, acute program manager, and Director of Social Services.

**EMERGENCY ON-CALL SCREENER** YEARS EMPLOYED AUGUST 2001- PRESENT  
*Counseling Clinic Inc.*  
Benton, AR

Providing emergency on-call services for Saline County at hospitals, county jail and other necessary locations in order to determine the most appropriate placement for clients in the least restrictive setting.

**CHILD/FAMILY THERAPIST** YEARS EMPLOYED MARCH 2003-FEBRUARY 2005  
*United Methodist Children's Home*  
Little Rock, AR

Responsibilities include assessing, developing treatment plans and completing necessary documents in order to provide mental health services. Job has entailed working with individuals in the day treatment program, preschool program and emergency shelter. Services provided include individual, group and family therapy in a variety of settings that include play therapy and Theraplay techniques.

**CHILD/FAMILY THERAPIST** YEARS EMPLOYED 2001-2003  
*Arkansas CARES*  
Little Rock, AR

Responsibilities include assessing, developing treatment plans and completing necessary documents in order to provide mental health services to children whose parents had substance abuse problems. Services provided include individual, group and family therapy in a variety of settings that include play therapy and Theraplay. Also, I was also responsible for performing a weekly parenting class to develop appropriate parenting skills.

**EDUCATION**

**MASTERS OF SOCIAL WORK** YEARS ATTENDED 1999-2001  
*University of Arkansas at Little Rock*  
Little Rock, AR

**BACHELOR OF ARTS IN PSYCHOLOGY AND CHRISTIAN COUNSELING** YEARS ATTENDED 1996-1997  
*Quachita Baptist University*  
Arkadelphia, AR

**INTERNSHIPS**

Union Rescue Mission Men's Rehabilitation Program  
Treatment Homes, Inc. Therapeutic Foster Care

August 1999 to May 2000  
August 2000 to May 2001

**TRAINING**

- **Marschak Interaction Method/ Theraplay:** I have received training my Jean Crume in Theraplay techniques and the ability to execute the MIM to identify the attachment style in parent/child relationships
- **Play Therapy:** Attended the Play Therapy conference and attended a seminar by Garry Landreth on play therapy techniques.
- **Filial Therapy:** Received training from Betty Hamilton and Rise Van Fleet regarding filial therapy techniques to focus on using parent-child play to strengthen families.
- **Certified Trauma Specialist:** Training through the National Institute for trauma and loss in children. I attended 38 hours of training focusing on adults and children that have experience trauma and also trauma debriefing after traumatic events.

**MEMBERSHIPS**

Member of the National Institute of Trauma and Loss in Children

**References**

Rebekah Dixon, M.S.W., LCSW  
PO Box 278  
Junction City, AR 71749  
Cell Phone (870)310-6843

Consevilla James, M.S.W., LCSW  
PO Box 1400  
Little Rock, AR 72203  
(501)372-5039

Tom Burks, M.S.W., LCSW  
307 E. Server  
Benton, AR 72015  
(501)315-4224



# Certificate of Attendance

This certificate is presented to

**Chad Strike**

For attendance at

## **Structured Analysis Family Evaluation (SAFE) Training**

for a total of 12.0 credit hours on

May 10, 2011 - May 11, 2011

9:00 am - 4:00 pm

MidsOUTH Little Rock

A handwritten signature in black ink, appearing to read 'Joe Bryan', is written over the printed name and title.

Joe Bryan, Director



## Liz Shemir Garcia

7873 Renee Circle, Benton AR 72019  
(501) 515-0003/Cell – [Lshemirgarcia@yahoo.com](mailto:Lshemirgarcia@yahoo.com)

---

**Professional Profile:** Service oriented, self-motivated and maintains healthy work habits, always seeking ways to improve performance level, increasing the quality of service to customers and the community. Effective in the use of time, organized and always providing excellent interpersonal communication. Open to new opportunities in both the work field and academically.

### Experience/Training:

Hours - 7am-3pm Mon-Fri  
02/2015 – Current

Arkansas Attorney General's Office  
323 Center Street, Suite 200, Little Rock AR 72201

#### Investigator

- Assist consumers with a variety of inquiries/complaints and evaluate complaints to determine if violations of consumer protection laws are involved or whether action is necessary.
- Mediate with businesses on behalf of consumers to achieve equitable resolutions of consumer/business problems.
- Refer any non-jurisdictional matters to appropriate agencies.
- Assist businesses in bringing their practices into compliance with state consumer protection laws.
- Present education and information to consumers during speeches and outreach programs.
- Investigate cases involving alleged violations of consumer protection laws.
- Assist in litigation preparation.
- Educate consumers about consumer-related issues and how to protect themselves against scammers and identity theft.
- Assist in the production of documents in response to Freedom of Information Act requests.
- Interpret documents for businesses and consumers.
- Train new employees on processes, communication and organizational skills.

Arkansas Workers Compensation Commission  
324 S Spring Street, Little Rock AR 72203

03/2010 – 02/2015  
Hours - 7:30am-4:30pm Mon-Fri

#### Compliance Investigator/ Interpreter/ Auditor

- Verify that businesses are compliant with workers compensation laws.
- Assist businesses and the general public in understanding the workers compensation laws.
- Refer non-compliant businesses to the Administrative Law Judge.
- Present evidence of investigations before a judge if necessary.
- Interpret calls and documents for Spanish speaking business owners and claimants.
- Interpret calls and face to face meetings between claimants and legal advisors as well as interpreting legal documents for the commission.
- Audit insurance claims for workers compensation carriers.
- Verify eligibility of individuals for certificates of non-coverage.
- Notarize certificates of non-coverage.
- Report transactions and money taken in at the end of each day for non-coverage certificates to Human Resources Department.

# CERTIFICATE OF PARTICIPATION

This certificate certifies that

**Liz Garcia**

Has completed 10.5 hours of training for the



FACILITATORS: Sarah Horton Bobo (M.A.) & Kim Stevens (M.Ed.)



DATE: October 23rd - 25th, 2023

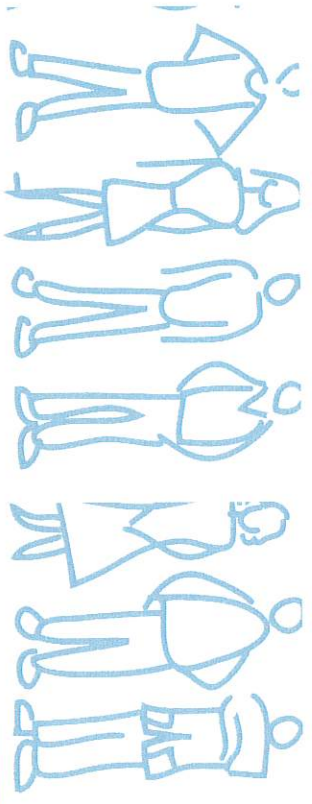
# Certificate of Completion

SAFE FOR SUPERVISORS - Structured Analysis Family Evaluation

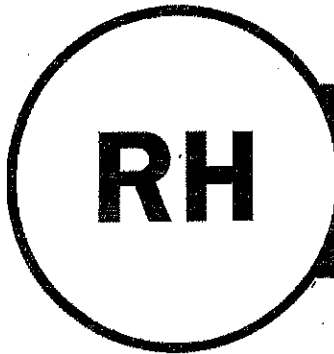
**Liz Garcia**

has completed 4 hours of SAFE Training and is certified to supervise SAFE Home Studies

Date(s): 03/16/2023



*Kelly Castaneda*  
\_\_\_\_\_  
Kelly Castaneda  
Executive Director



## OBJECTIVE

To facilitate healing and stability for youth who have experienced trauma.

## SKILLS

- therapeutic, trauma sensitive interventions with adults and youth
- leadership
- fundraising and public relations
- creative ideas and implementation
- organization and daily operations direction
- public speaking

## EXPERIENCE

### **DIRECTOR • SECOND CHANCE RANCH • 2011 - PRESENT**

- supervise, train, recruit staff members
- public relations, events, and fund raising
- oversee daily operations
- strategic planning and special projects

### **PUBLIC SPEAKER AND TRAINER • 2014 - PRESENT**

- motivate and train foster and adoptive parents in trauma informed approaches
- motivate and train teachers and school counselors in trauma informed approaches
- motivational speaking for various groups

### **QUALIFIED BEHAVIORAL HEALTH SPECIALIST • COUNSELING CLINIC INC • 2015 - PRESENT**

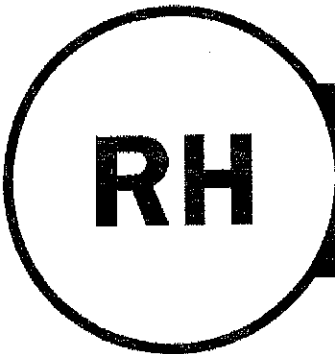
- interventions with children and teenagers who have experienced trauma
- emergency interventions during behavioral outbursts
- coaching foster parents on appropriate strategies

### **CAMPUS FOSTER PARENT • SECOND CHANCE RANCH • JAN 2007 - 2013**

- parent and supervise teenagers in foster care
- manage household responsibilities
- learn and institute therapeutic parenting strategies

### **CLASSROOM TEACHER • ENGLAND ELEMENTARY SCHOOL • JUN 2005 - JAN 2007**

- student and parent relations and classroom management
- paperwork / meeting state and federal requirements
- lesson planning and teaching



**SERVER • JASMINE'S RESTAURANT • FEB 2004 - JAN 2007**

- customer relations
- financial transactions
- food service

**SALES CLERK • HIXON MOVIE WORLD • FEB 1999 - FEB 2004**

- customer relations
- financial transactions
- creative business ideas and strategic planning
- training of new employees

**EDUCATION**

---

**BACHELOR OF EARLY CHILDHOOD EDUCATION • 2005**

University of Arkansas at Little Rock

**VOLUNTEER EXPERIENCE**

---

**Hope Conference for Foster and Adoptive Parents & Professionals**

2015-2020

- planning committee member
- keynote speaker

**The CALL training for Foster and Adoptive Parents**

2012-2016

- trainer for new foster and adoptive parents





## Rachel Hubbard

1401 Scott Street Apt.#308, Little Rock, AR 72202 501-680-7224 rachelhubbard@england.k12.ar.us

- Objective** I hope to find a challenging career opportunity that allows me to impact the lives of children.
- Experience**
- Sales Clerk**  
February 1999-February 2004 Hixon Movie World, Bryant, AR
- customer relations
  - financial transactions
  - creative business ideas
  - training of new employees
- Student Intern**  
August 2004-March 2005 Gibbs Elementary School, Little Rock, AR
- student and parent relations
  - paperwork
  - lesson planning / teaching
  - classroom management
- Waitress**  
February 2004-Present Jasmines, Little Rock, AR
- customer relations
  - financial transactions
  - food service
- Classroom Teacher**  
June 2005-Present England Elementary School, England, AR
- student and parent relations
  - paperwork / meeting state and federal requirements
  - lesson planning / teaching
  - classroom management
- Education** University of AR at Little Rock, Little Rock, AR  
Summer 2001-Summer 2005
- Bachelor Degree of Early Childhood Education
- References** References are available on request.

## **Classroom Experience**

### **Rockefeller Elementary School**

**Little Rock, AR**

- Ms. Anne Fileatruea (cooperating teacher)
- Pre Kindergarten
- January - May 2003

### **Clinton Elementary School**

**Sherwood, AR**

- Ms. Laura Pierce (cooperating teacher)
- Kindergarten
- August - December 2003

### **Redwood Early Childhood Center**

**North Little Rock, AR**

- Dr. Anne Lindsay (supervisor)
- Pre Kindergarten
- August - December 2003

### **Booker Arts Magnet Elementary School**

**Little Rock, AR**

- Ms. Amy Hallum (cooperating teacher)
- Third Grade
- January - May 2004

### **Rockefeller Elementary School**

**Little Rock, AR**

- Ms. Sharon Boyd Struthers (cooperating teacher)
- First - Fifth Grades (visual arts)
- January - May 2004

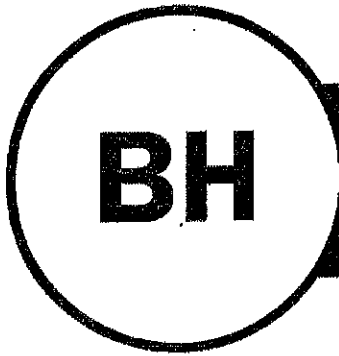
### **Gibbs Magnet Elementary School**

**Little Rock, AR**

- Ms. Melanie Miller (cooperating teacher)
- Second Grade
- August 2004 - March 2005

**Rachel Hubbard**

1401 Scott St. Apt#308, Little Rock, AR 72202 501-680-7224



**BILLY HUENKIN**  
OWNER, DIRECTOR, FOSTER PARENT, BEHAVIORAL SPECIALIST  
CAMPUS FOSTER PARENT

**OBJECTIVE**

To facilitate healing and stability for youth who have experienced trauma.

**SKILLS**

- therapeutic, trauma sensitive interventions with adults and youth
- leadership
- fundraising and public relations
- creative ideas and implementation
- organization and daily operations direction

**EXPERIENCE**

**DIRECTOR • SECONÐ CHANCE RANCH • 2011 - PRESENT**

- supervise, train, recruit staff members
- public relations, events, and fund raising
- oversee daily operations
- strategic planning and special projects

**QUALIFIED BEHAVIORAL HEALTH SPECIALIST • COUNSELING CLINIC INC • 2015 - PRESENT**

- interventions with children and teenagers who have experienced trauma
- emergency interventions during behavioral outbursts
- coaching foster parents on appropriate strategies

**CAMPUS FOSTER PARENT • SECOND CHANCE RANCH • JAN 2007 - 2013**

- parent and supervise teenagers in foster care
- manage household responsibilities
- learn and institute therapeutic parenting strategies

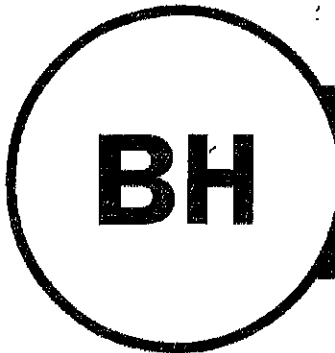
**BROKERAGE/PROPERTY MANAGEMENT • V3 PARTNERS LLC • MAY 2005 - JAN 2007**

- management of multifamily and commercial properties
- improvement of under-performing assets by participation in capital renovation projects
- solicitation and assessment of bids from construction companies and subcontractors
- maintaining tenant relations while monitoring financial reporting, budgets, and collections
- negotiated environmental litigation matters with city and state regulatory agencies

HUBBARD@2CYR.ORG

ON THE HOME TAB OF THE RIBBON, CHECK OUT STYLES TO APPLY THE FORMATTING YOU NEED WITH JUST A CLICK.

501-231-0276



**EMILY HUBBARD**

VERMONT COMMUNITY ACTION ASSOCIATION  
VOLUNTEER LEADER

**MANAGER • JASMINES RESTAURANT • FEB 2004 – JAN 2007**

- customer relations & staff leadership
- financial transactions
- food service

**OWNER/OPERATOR • PIZZA FOR LESS • APR 1996 – MAY 2003**

- customer
- financial transactions
- creative business ideas and strategic planning
- training of new employees

**EDUCATION**

---

**OUCHITA BAPTIST UNIVERSITY • AUG 1991 – MAY 1993**

Attended

**HENDERSON STATE UNIVERSITY • MAY 1994 – MAY 1995**

Attended



**HUBBARD@2CYR.ORG**

**VOLUNTEER EXPERIENCE  
OR LEADERSHIP**



**501-231-0276**

---

# Billy R. Hubbard

---

1401 South Scott, Apt 308 • Little Rock, AR 72202 • Mobile (501) 258-1807 Email [br.hubbard@hotmail.com](mailto:br.hubbard@hotmail.com)

## OBJECTIVE

Seeking a challenging and rewarding position with the opportunity for advancement and long-term growth, only considering prestigious corporations with a fast paced, exciting atmosphere.

## EXPERIENCE

May 2005 to Present

### V3 Partners, LLC, North Little Rock, AR

#### Property Manager/Brokerage

- Managed multifamily and commercial properties.
- Turned around under-performing assets by participating in capital renovation project management.
- Solicited and assessed bids from construction companies and subcontractors.
- Secured permits and established construction schedules. Obtained Certificates of Occupancy.
- Oversaw capital improvements and maintenance of HVAC and electrical systems.
- Maintained tenant relations, while monitoring financial reporting, budgets and collections.
- Negotiated environmental litigation matters with city and state regulatory agencies.

May 2003 to Present

### EmGar Properties, Little Rock, AR

#### Resident and Property Manager

- Managed multifamily properties.
- Turned around under-performing assets by participating in capital renovation project management.
- Solicited and assessed bids from construction companies and subcontractors.
- Secured permits and established construction schedules. Obtained Certificates of Occupancy.
- Oversaw capital improvements and maintenance of HVAC and electrical systems.
- Maintained tenant relations, while monitoring financial reporting, budgets and collections.
- Negotiated environmental litigation matters with city and state regulatory agencies.

April 1996 to May 2003

### Pizza for Less, Crossett, AR

#### Owner/Operator

- Founded and manage highly successful operation.
- Oversee and assist with all daily activities, opening and closing functions, and customer service.
- Perform inventory control, ordering, and purchasing. Negotiate agreements with vendors, ensure all deliveries accurate and on time.
- Hire and train employees, prepare weekly schedules, monitor and evaluate performance.
- Develop and implement new sales and marketing strategies to increase business and market share.
- Responsible for all bookkeeping, payroll, and cost control.

## EDUCATION

August 1991 to May 1993

### Ouchita Baptist University, Arkadelphia, AR

Attended

May 1994 to May 1993

### Henderson State, Arkadelphia, AR

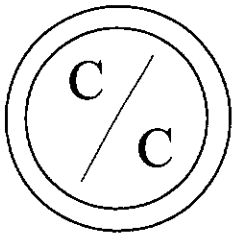
Attended

## LICENSE

Real Estate License

## REFERENCES

Upon Request



# Cenzington Crain

ccrain1@harding.edu | Searcy, AR | 501.529.9573 | LinkedIn: Cenzington Crain

## Professional Profile

Criminal Justice major with experience in gathering evidence and respectfully debating. Skills in trial preparation.

## Education

Harding University |  
Searcy, AR  
BA Criminal Justice  
May 2023

## Activities

- Phi Kappa Delta Social Club
- Athletic Director of Social Club
- Criminal Justice Association
- Volunteer at New Life Church

## Skills

- Hard worker
- Work well in group settings
- Collaboration talent
- Empathy
- Time Management

## Experience

**FSW Investigator | DHS** **05/2023- Present**  
Searcy, Arkansas

- Investigated child abuse
- Found placement for children in need of homes
- Transported children to placements

**Youth Leader | NEW LIFE CHURCH** **08/2020 - Present**  
Searcy, Arkansas

- Mentoring junior high and high school student.
- Served in production, chaperoned for retreats.

**Desk Assistant | HARDING UNIVERSITY** **08/2021 - Present**  
Searcy, Arkansas

- Provided customer service by answer the phone and directing people to correct resources.
- Assist students with various task to enhance their dorm experience.

**Dog Walker | KATIE'S KENNEL** **05/2022 - 08/2022**  
Kansas City, MO

- Formed trusting relationships with pet owners by caring for their animals.
- Nurtured and maintained the health of the pet by giving medications and food, exercise.

**Customer Service | BURRITO DAY** **08/2021 - 12/2021**  
Searcy, Arkansas

- Register sales on by scanning items, itemizing, and totaling customers' purchases.
- Prepared customers high quality food and delivered it to their table of choice.

**Customer Service | MI PUEBLITO** **11/2022 - 05/2021**  
Searcy, Arkansas

- Welcomed customers into the restraurant and ensured that their experience was enjoyable.
- Gathered customers' orders, and ensured the quality of the product.

# Cindy Golden

cmcdaniels@destined2win.org • 4010 Glendale Dr, Benton, AR 72019 • 501-776-7515

## Education

Southern Technical College

*Graduated 1989 Associates Degree in Accounting*

- Grade point average 4.0

Harmony Grove High School

*Graduated 1981*

## Experience

Destined To Win/Second Chance Ranch & Destined To Win/FOM, Inc

P O Box 901, Bryant, AR 72089

Senior Accountant, May 2005 to Present

Intelistaf Medical Staffing, Inc

Little Rock, AR

Senior Accountant/Treasurer, Sept 1991 to May 2005

Sunmark Staffing Agency, Inc

Little Rock, AR

Staff Accountant, 1988 to 1990

## Skills

- Excel Spreadsheet
- Word
- Ten Key
- Procure Preschool Billing program
- Quickbooks accounting software
- Lathem timeclock/payroll
- Renweb/FACTS school billing program
- Servant Keeper contributions program
- DHS online billing

# Attachment 11

Jaime Parker  
2815 Prange Rd.  
Alexander, AR 72002

## Work Experience

Youth With A Mission, Colorado Springs, CO

Apr. 2011 – Dec. 2018

**Missionary.** I volunteered at a missionary training facility in Colorado Springs for 7 years.

- For the last 6 months I served as the **Administrative Assistant** to the CFO. I prepared payroll reports, reconciled bank statements, reconciled all credit card receipts and statements, helped with budget spreadsheets and organized files.
- I assisted in **Donor Services/Payroll**, processing donations that came in for all of our missionaries. When filling in for our donor services rep I would process over 1,000 donations every month allocating them to specific employees/volunteers.
- I also worked in the training **accounting** department, processing payments that came in for our student (number of students averaged 100-120 in a 9 month school year).

Hot Springs Internal Medicine  
Healthfirst Physicians Group, Hot Springs, AR

Oct. 2001 – Mar. 2011

**Accounts Payable Clerk.** Prepared and coded all incoming invoices for a 6 doctor clinic to be sent to corporate.

- I also filled in for a year at our corporate office handling all accounts payable for 7 medical clinics. Maintained clean and zero balanced vendor accounts. Organized and maintained vendor files for easy access.

Comprehensive Pharmacy Services, Memphis, TN

Jul. 1999 – Sept. 2001

**Accounts Payable/Payroll Clerk.** Responsible for executing payment on all incoming invoices as quickly and efficiently as possible. Responsible for check runs. Maintained zero balanced vendor accounts. Answered all vendor inquiries that came in. Organized and maintained vendor files. Responsible for depositing all cash that was received on a daily basis.

Responsible for processing all employee payroll hours. Maintained employee files and made necessary changes such as pay increases, deductions, personal info, and tax changes. Kept record of vacation day accruals.

- Processed checks for over 50 vendors a week
- Processed payroll for over 400 employees every two weeks

## Skills

Ten key  
Quickbooks  
ADP Payroll  
Excel Spreadsheets  
Microsoft Word



**Client History Form**

**Instructions:** This form is intended to help the State gain a full understanding of each Respondent's experience providing foster care services. This form **must** be accurately completed and signed by the same signatory who signed the Response Signature Page in the Technical Response Packet.

The State reserves the right to verify the accuracy of responses by contacting any of the listed clients; therefore, all applicable clients **must** be listed. For purposes of this form, the "client" is not an individual, but the entity which held the contract. By way of explanation, in the Contract resulting from this RFP, Arkansas's DHS will be the client. For each listed client, Respondents **must** include the client entity's name, address, and phone number. Additionally, Respondents are encouraged to provide an individual's contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts the clients listed, the State reserves the right to either contact the listed individual and/or another person at the client entity. Omission of a relevant client will constitute a failure of form completion.

The boxes below each prompt will expand if necessary. If there are no contracts which meet the definition, Respondent **must** state "none."

1. Please list three (3) different clients where you served as the **prime contractor** for services of similar size and scope in the past three (3) years. Client information as described above must be included. Client information must not include a current DHS employee.

- Department of Children and Family Services  
Specialized Private Licensed Placement Agency Contract July 2020. 4600046464

- Department of Children and Family Services  
Private Licensed Placement Agency Contract May 2023. 4600046464

-Department of Children and Family Services  
Therapeutic Foster Care Contract July 2020. 4600044407

- Department of Children and Family Services  
Respite Care Contract June 2023. 460004407 and 4600046464

Authorized Signature: Rachel Hubbard Title: 12-18-23  
(Use Ink Only)

Printed/Typed Name: Rachel Hubbard Date: 12-18-23

# Attachment 13

## Admission Criteria

### Policy

Second Chance Ranch shall only admit clients that meet the defined admission criteria as follows:

- Second Chance Ranch shall provide foster care for dependent, abused, neglected, exploited, and/or at-risk youth.
- Second Chance Ranch shall provide step-down care for children/adolescents upon stabilization and discharge from acute and residential psychiatric care facilities and Qualified Residential Treatment Facilities.
- All clients shall be between the ages of birth to eighteen (18) years of age.
- Second Chance Ranch shall serve clients diagnosed as having emotional and/or behavioral problems as defined by the most current revision of the Diagnostic and Statistical Manual of Mental Disorders. This shall not be construed as requiring clients to have an emotional and/or behavioral diagnosis.
- Any client that meets acute psychiatric care admission criteria (i.e., an eminent/grave danger to self and/or others) or residential psychiatric care admission criteria (i.e., severe emotional and/or behavioral problems that require 24 hour nursing and/or psychiatric care in a locked setting), are not appropriate candidates for Second Chance Ranch. Any referrals meeting these criteria will be immediately referred to appropriate programs upon obtaining appropriate consents.
- Clinical populations that might not be served do to programmatic limitations are the following: clients with serious allergies to grasses, trees, animal dander, animal hair or other environmental allergies that can not be controlled with medications; major medical issues that potentially need closer medication treatment; sexually reactive/acting out and/or sex offenders; fire starters; significant cognitive impairments (i.e., full scale IQ below 70). Second Chance Ranch's ability to serve these specific populations will be determined on a case by case basis with a careful evaluation of the potential foster home that the child would be placed in.
- All clients shall have a signed consent for treatment and admission the date of admission by a legal guardian or a representative of the Department of Health and Human Services Division of Children and Family Services (DHHS/DCFS), or within seventy-two (72) hours if an emergency placement.
- All clients shall have a signed consent authorizing Second Chance Ranch employees/representatives to obtain medical care for the child/adolescent, or within seventy-two (72) hours if an emergency placement.
- All foster children shall have documentation prior to normal admission of the following: current immunizations; Social Security Card; Birth Certificate; School Records and Current Court Order.
- If a youth's immunization record is not up to date then an appointment is scheduled within one (1) week.
- All youth shall have a medical examination within one (1) year before admissions, or an appointment scheduled within one (1) week after admission.
- Second Chance Ranch will not be able to admit children who are actively unsafe (suicidal, sexually aggressive, destructive, etc.)
- Second Chance Ranch will comply with the Interstate Compact on the Placement of Children when placing/admitting children from outside Arkansas.
- A dependent juvenile of a parent who is in the custody of DCFS will be subject to all regulations regarding space, ratio, health and safety.

### Procedure

All prospective clients for foster placement and their legal guardians and/or placement agency representatives shall complete the Application for Services. Clinical director will review application and determine if a further assessment or information is necessary. Admissions decision will be made by the admissions team (CEO, administrator, Clinical Director, foster parent).

## Attachment 13

Clients that have completed the Application for Services and have cleared the initial review of appropriateness of available services will be prioritized based on best fit in the foster home and the client's need of services based on behavior assessment on application. If a placement is not immediately available, the Application for Services will be placed on a waiting list by date submitted. The waiting list will be updated every 45 days to determine if services are still needed/requested. Second Chance Ranch will comply with the Interstate Compact on the Placement of Children when placing/admitting children from outside of Arkansas. Any dependent juvenile of a parent who is in the custody of DCFS shall be subject to all regulations regarding space, ratio, health, and safety.

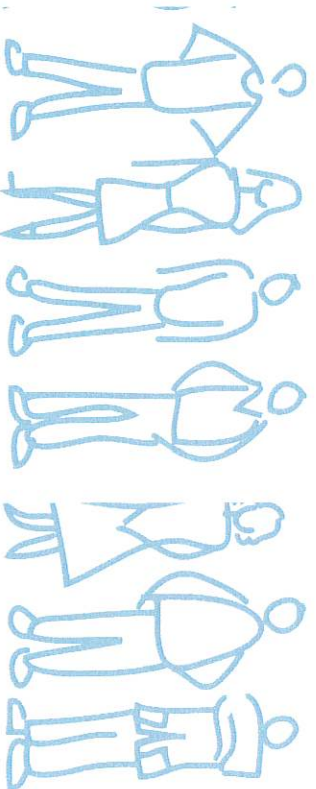
# *Certificate of Completion*

SAFE - Structured Analysis Family Evaluation

**Courtney Clark**

has completed 12 hours of SAFE Training and is certified to perform SAFE Home Studies

Date(s): 10/24/2022-10/25/2022



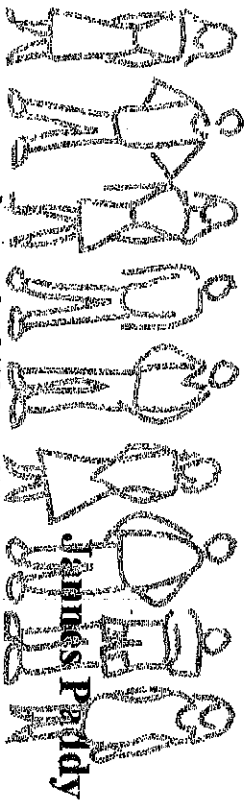
*Kelly Castaneda*

Kelly Castaneda  
Executive Director

# Certificate of Completion

This is to certify that

SAFE - Structured Analysis Family Evaluation



has completed 12 hours of SAFE Training and is certified to perform SAFE Home Studies

05/02/2022-05/03/2022

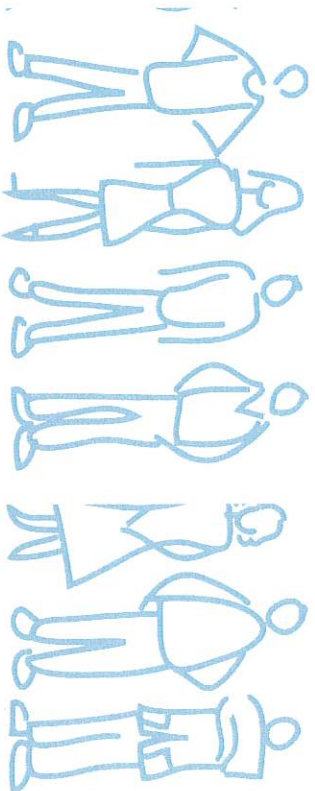
# *Certificate of Completion*

SAFE - Structured Analysis Family Evaluation

**Jordan Yarberry**

has completed 12 hours of SAFE Training and is certified to perform SAFE Home Studies

Date(s): 03/14/2023-03/15/2023



*Kelly Castaneda*

Kelly Castaneda  
Executive Director

# Certificate of Completion

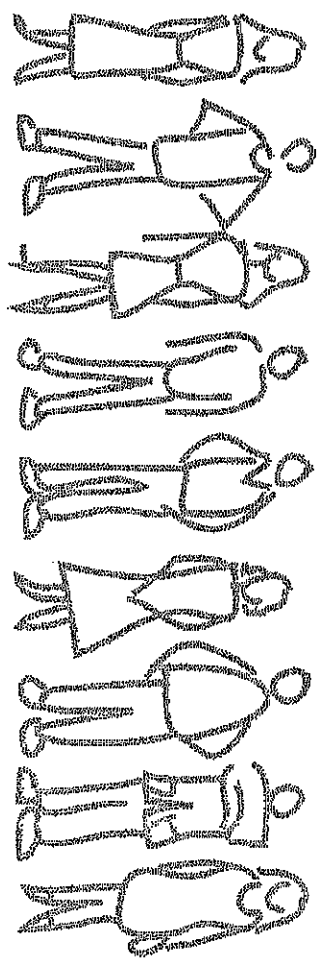
SAFE - Structured Analysis Family Evaluation

This is to certify that

**Leah Henderson**

has completed 12 hours of SAFE Training and is certified to perform SAFE Home Studies

Date(s): 11/29/2021-11/30/2021



*Kelly Castaneda*  
\_\_\_\_\_  
Kelly Castaneda  
Executive Director

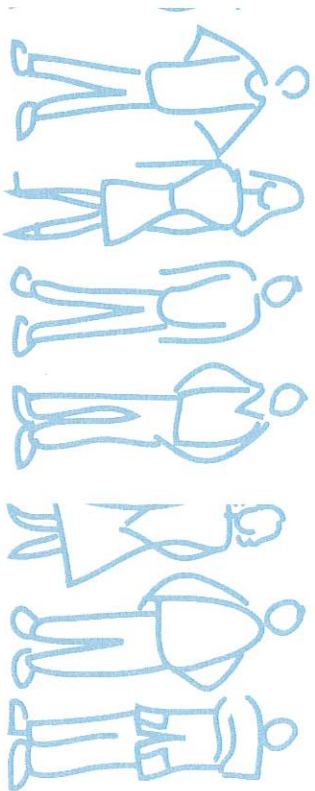
# *Certificate of Completion*

SAFE - Structured Analysis Family Evaluation

**Megan Morris**

has completed 12 hours of SAFE Training and is certified to perform SAFE Home Studies

Date(s): 08/08/2022-08/09/2022



*Kelly Castaneda*

Kelly Castaneda  
Executive Director



## Records/File Maintenance

### Policy

Administrative team is responsible for record keeping. Records are kept through the child welfare specialized online system Extended Reach. Only authorized DCFS personnel and Second Chance Youth Ranch staff will be provided login information to access this system. Upon termination of employees, login access will be deactivated. All youth records shall be confidential. Records will only be viewed by agency staff with legitimate cause. Any organization with which Second Chance Ranch has subcontracted or has an affiliation agreement may have access to records and shall comply with all Second Chance Ranch policies and procedures regarding youth records and confidentiality. Records shall only be released/disclosed to non-agency staff upon written consent of the youth's legal guardian. Exceptions shall be made only to comply with legal statutes, court orders, external reviews/audits, or credentialing/licensing agents and agencies.

### Procedure

The client record shall contain the following information:

- Admissions Face Sheet with demographic information
- Safety plan, if applicable
- Complete intake
- Treatment/Case Plans updates, reviews, Discharge and Level at Care Transfer
- Intake/Psychosocial Assessment/History
- Psychological and Psychiatric Reports
- Consents
- Legal documents (i.e. birth certificate, social security card, court orders, etc.)
- Medical Records (i.e., physical exams, immunization records, tuberculin skin test results, medications, [doctor orders, nursing notes, occupational therapy, physical therapy if applicable]).
- Educational documents (i.e., IEP, reports, educational testing, etc.)
- Progress notes to document casework services as required (sections: therapy; case management, psychiatry/psychology, and education)
- Disciplinary and incident reports
- Family involvement and visitation
- Correspondence
- Disciplinary and incident reports
- Legal documents (i.e. birth certificate, social security card, court orders, etc.)
- Collateral Records (i.e., previous psychiatric/psychological/medical/court/etc.)
- Interstate Compact Information [if applicable].
- Discharge Statement

The client record shall be maintained in the order as listed above.

The client record shall be kept for five (5) years from the date of discharge, unless otherwise specified by Arkansas Law.

The foster family record shall contain the following information:

- Complete and signed application
- Approval letter
- Home study
- Minimum age verification
- Three positive references
- Initial physical exam
- Preservice training verification
- Initial and current criminal, Child Maltreatment, and FBI checks as required
- Initial and current CPR and First Aid certification
- Current health immunizations of children or exemption
- Current auto insurance

## Attachment 19

- Current homeowner's or renter's insurance and general liability insurance
- Current rabies vaccinations for household pets as required by law
- Documentation of annual training
- Safety plans
- Social media confidentiality documentation
- Surveillance documentation if applicable
- Floor plan
- Annual water test results if applicable
- Approved alternate fire escape route if applicable
- Documentation of quarterly monitoring visits, including unannounced visits
- Documentation of annual re-evaluations
- Reports of non-compliance with licensing standards including findings and any corrective action plans
- Closing summary

The foster family record shall be maintained in the order as listed above.

The foster family record shall be kept for five (5) years from the date of discharge, unless otherwise specified by Arkansas Law.

## Confidentiality

### Policy

Second Chance Ranch shall be required to hold in confidence all information related to agency personnel, personnel files, agency internal affairs, records, foster parents and clients. Any breach of confidentiality shall require immediate corrective action.

### Procedure

**Confidentiality:** Second Chance Ranch will safeguard information given by youth. Second Chance Ranch will obtain the youth's informed written consent before releasing confidential information, except when the consent to disclose is permitted by law or required by judicial order. If the youth is a minor, then the written consent will be made with the minor and the legal guardian or representative. All information regarding children and their families shall be kept strictly confidential and may only be released with the consent of parent/guardian, except to authorized persons or agencies. All foster parents must sign a social media confidentiality agreement, assuring that they understand the importance of protecting the child's confidentiality through social media.

The operations of Second Chance Ranch are governed by the laws, rules, and regulations of many government agencies, as well as by our own policies and procedures. Second Chance Ranch has committed to consistent compliance with all applicable regulatory requirements. As such, significant resources are used to ensure compliance and to develop a policy and procedures manual that provides clear direction.

As a representative of Second Chance Ranch, foster parent's responsibility is to comply with all regulatory requirements, licensing standards, DCFS standards, and policies and procedures that apply to them. Their compliance is a condition of continued affiliation and/or employment with Second Chance Ranch.

Second Chance Ranch has a mission to ameliorate issues that are destroying families and children. These are extremely private and personal issues. It is of the utmost importance to respect the individual's and family's right to privacy. Not only is this a policy of Second Chance Ranch but it is a state and federal law to do so. In addition, information about employees, financial status, internal operations, and other proprietary information is strictly confidential. You are not to disclose any confidential information without proper authorization.

All Second Chance Ranch staff shall be required to sign a written Confidentiality Agreement (Policy A302.01) honoring all agency policies related to confidentiality.

All Second Chance Ranch personnel files and case records shall be maintained in a double locked environment, i.e., in a locked file cabinet in a locked room.

Information from agency personnel files and client records shall never be shared without appropriate written authorization. In addition, disclosure of information is to be authorized by the executive director, board of directors, clinical/program director, or approved designee prior to release of information.

Any known breach of confidentiality, written or verbal, shall require immediate corrective action by the executive director and/or clinical/program director. Factors that will be considered are as follows:

- Knowing or deliberate infractions verses those that arise from carelessness and/or poor judgment
- Intention of the perpetrator and the seriousness of the breach of confidentiality
- Employment history at Second Chance Ranch

Corrective action may range from written warnings to termination.



# Arkansas Secretary of State John Thurston

State Capitol Building ♦ Little Rock, Arkansas 72201-1094 ♦ 501-682-3409

## Certificate of Good Standing

I, John Thurston, Secretary of State of the State of Arkansas, and as such, keeper of the records of domestic and foreign corporations, do hereby certify that the records of this office show

### **DESTINED TO WIN/SECOND CHANCE RANCH, INC.**

authorized to transact business in the State of Arkansas as a Non-Profit Corporation, filed Articles of Incorporation in this office March 26, 2003.

Our records reflect that said entity, having complied with all statutory requirements in the State of Arkansas, is qualified to transact business in this State.

**In Testimony Whereof**, I have hereunto set my hand and affixed my official Seal. Done at my office in the City of Little Rock, this 3rd day of January 2024.



  
John Thurston  
Secretary of State

Online Certificate Authorization Code: 801e1ea7db2d058

To verify the Authorization Code, visit [sos.arkansas.gov](http://sos.arkansas.gov)