

ARROW CHILD & FAMILY MINISTRIES

# ANNUAL REPORT

2019

# breakthrough

*New Programs • New Models • New Results*



# CEO Sentiments



Scott Lundy, CEO

As the stories on the following pages unfolded, a theme began to emerge: discovery, progress, innovation, advancement, culminating with a **BREAKTHROUGH!**

These words are not only the theme of these amazing true-life stories, but they are also the essence of who we are and what we do at Arrow. Like the Marines, Arrow staff perseveres, overcomes and adapts! And I could not be prouder of them!

One child, who experienced many of the services Arrow offers, summarized her most memorable experience at Arrow: Jasmine shared about Nicole, one of Arrow's therapists who made a dream a reality, "She (Nicole) never gave up! She worked hard to make sure my mom attended family therapy sessions. And she did...my mom came to therapy with me!" This was a breakthrough for Jasmine whose trust and belief in her own self-worth had been damaged. Staff perseverance lead to healing a broken family relationship and gave Jasmine hope for the future!

Arrow is accustomed to tough assignments. Finding solutions for foster children deemed too dysregulated for foster family placement seemed impossible! Who would accept a child who has lived most of their lives in psychiatric and residential institutions? Arrow created our treatment foster care program in Texas, a unique approach that doubled the hours of family training and included intense instruction in trauma-informed care with 24/7 wraparound, in-home services. All of this to help support the family and safeguard a successful outcome.

*God provides the families with a heart for children.  
Arrow trains and equips them for the task.*

Currently, over 30 children, slated to live out their youth in the sterile environment of an institution, have hope of a family and permanency through treatment foster care. One of those children is Tyler, whose story we've shared in this report. Tyler has a new last name and a forever family to prove it! Innovation leads to breakthrough!

Our services to help foster children extends to those who are medically fragile through Arrow Health Solutions (AHS), a provider of medical equipment, medical supplies, specialized training, and support for foster families. Arrow Health Solutions saw a problem: children with medically complex needs were temporarily losing their medical insurance when they were adopted. Adoptive families struggled to provide for the medical needs of the children,

but many couldn't, and adoptions were disrupted. Imagine being totally dependent on someone for life-sustaining care, finding a family and finally a home, only to have it snatched away because of a lapse of insurance coverage. The Arrow Health Solutions team got to work! Through collaboration with the Department of Family and Protective Services (DFPS) and the Texas Legislature, AHS' leader, Jon Mark McMullen rewrote legislation to allow these children to continue with a robust Medicaid plan after adoption. The bill passed! Now, no foster child with primary medical needs will suffer adoption disruption because of the burden of health care. A quantum leap!

Working at Arrow is a mission and a calling; it can't be just a job. The weight of the burdens of those in our care would crush the average social worker. We work hard every day to encourage children to dream, to believe, and to hope – all of which are especially hard for children who have been traumatized. Becka, a new resident at Arrow's Freedom Place, our rehabilitative home for commercially, sexually exploited girls, had a hard time trusting people to do what they say, especially if it meant something good for her. She wanted a celebration for all of the resident's hard work, a celebration like a night on the red carpet with formal dresses, good food, and lots of fun! She took a risk, and the result was truly a thing of beauty. She was able to host a "Night at the Oscars" for everyone to enjoy. She took a leap of faith and soared! She was able to trust, grow, and gave back to others, which are true marks of maturity. See her full story inside along with all of the other amazing things taking place for children whose lives are changed because of what we do. This is breakthrough! This is Arrow!

We are so grateful for our staff, amazed by the wonderful foster parents and families who embrace children in need, and humbled by the donors who help make this incredible work possible. So, the next time you see the word "breakthrough" think of us! Arrow breaks through, and please know that you make it possible!

#TogetherKidsWin!

Scott Lundy  
Chief Executive Officer

# Taking the lead...



## equipping today's leaders at Arrow and **beyond**

Above: Participants of Arrow's first Leadership Academy. Right: Jay Pruett, Arrow's Chief Operational Officer presents an afternoon session on "Managing Crucial Conversations."

Arrow is blessed to attract the best of the best, which explains our culture of passion and excellence. As you would expect of Arrow's nearly 500 staff members, the overwhelming majority are females who were trained for careers in social work. But a social work education track typically doesn't include extensive leadership training.

What do a train company and a non-profit with a 93% female staff have in common? Not much until you join them together for leadership development! That's exactly where Union Pacific and Arrow came together, at the intersection of a grant to train a female staff on leadership principles and practices, and Arrow's predominantly female staff in need of training.

Thanks to the Union Pacific grant, we were able to develop a three-day Arrow Leadership Academy for our staff who are in leadership roles.

Outside firms presented interactive training on skill set assessment, HR law, accounting principles, including leadership sessions covering: The Case for Organizational Health, Six Leadership Essentials, Leadership Development, Managing Crucial Conversations, and the foundational concepts of "Gung Ho!," based on the New York Times' best selling book by Ken Blanchard and Sheldon Bowle.

Since the Leadership Academy in May, Scott Lundy, Arrow's CEO, has shared the Gung Ho! concepts with all of Arrow's staff in monthly video messages. Some of those attending the Leadership Academy also shared the same concepts with their own teams. And when Scott was scheduled to speak on Creating a Healthy Organizational Culture at the 2019 Texas Administrators Conference in San Antonio, he included the Gung Ho! concepts, and the interest in his session was quite unexpected.



Typically, a well attended session at the conference would have 40-50 participants. Scott was surprised when he learned that 350 people had signed up for his session, and as a result had to be

moved to a larger ballroom, and was then expanded further into an adjacent ballroom!

The book "Gung Ho!" chronicles the most famous business turnaround in America. Walton Works #2 was the worst of the 32 plants the company owned. Peggy Sinclair gained insight to the secret of Gung Ho! through the plant's operation manager, Andy Longclaw. Andy was a native American who learned the three leadership concepts from his grandfather:

*The Spirit of the Squirrel:*  
Worthwhile Work

*The Way of the Beaver:*  
In Control of Achieving the Goal

*The Gift of the Goose:*  
Cheering Each Other On

Just a few months after the Arrow Leadership Academy, there was already evidence throughout the ministry, in Texas and Maryland, that leaders caught the vision and were applying their new leadership skills. As a tangible reminder of the three leadership concepts of Gung Ho!, several offices are displaying squirrel, beaver and goose figures in their office.



Each participant of the Arrow Leadership Academy received a packet that included a message from Scott Lundy, Arrow's CEO...

*"This Academy is designed to motivate, empower and to awaken the leader within you. I hope you discover the driving forces and reasons behind people's actions and behavior, and learn how to influence their choices and help them overcome any obstacle. At the end of the next three days, my hope is that you will be better equipped, you will have gained new insights, new skills, and a new confidence in your capability to lead."*

Mission accomplished! **GUNG HO!**

*"Therefore encourage one another and build each other up, just as in fact you are doing." - Colossians 3:12*





Brenda | Gerson | Gracie

After **5 foster homes** &  
in a **shelter 2 years**,  
these **3 teen siblings**  
began living their  
**REAL LIVES**

When Aurora and Michael met 10 years ago, it didn't take long for the conversation to include plans for a potential future family. In fact, they had only known each other for about four hours when Aurora said, "You know, I've always seen myself adopting... but older kids. I don't mind having bio children, but I've always had a heart for older kids, older teenagers."

Aurora had been a motivational speaker for students. She was one of the female youth directors at the church she attended while in seminary. Even as a teenager, she worked with teenagers in a leadership role in high school. So wanting to adopt teens was just a progression

of where her heart has been her whole life.

The fact that Michael didn't flinch at the idea of adopting teenagers, and instead indicated that he would "love that," pretty much sealed the deal, and they were married in November 2009.

Around that same time, two sisters and their younger brother were placed into their first foster home. The three Hispanic siblings, ages 7-10, would be placed in five more foster homes over the next eight years and wind up living in a group facility before becoming available for adoption. But God had a plan for Brenda, Gracie, and Gerson, which started with the siblings never being separated during their entire ordeal in the foster care system. A miracle in itself.

After about six years, Aurora and Michael were presented with the opportunity to adopt a newborn from a family friend. But just days after the birth, the mom changed her mind. After all the preparation and life changes they had made, they were devastated. At that point, they were not going to consider adoption again.

After about a year, out of the blue, Michael asked Aurora if she would like to attend a CPS meeting about adoption. She nonchalantly said, sure. Aurora had a girlfriend who was a foster mom that was looking for more respite providers, so she thought, "we'll just do respite now and get our feet wet." But then she heard about the need for more foster families at the meeting.

"I remember sitting at that table, and we were told there was like 13,000 kids in foster care and Texas was in the middle of a crisis," said Aurora. "At that time, there was a newspaper article about children sleeping on floors in the CPS offices, and how there was a desperate need for homes for these kids." Suddenly, adoption was back on the table!

At the meeting, they were presented with a list of potential agencies and the Bradfords emailed Arrow and two other agencies. With Aurora's driven nature to get things done, she decided whichever agency had the next available class to attend, that's who they would go with. As the greater plan continued to unfold, Arrow's staff emailed Aurora with information on a class that was being held the very next day. Of the two other agencies, one never contacted the Bradfords and the other one responded long after the Bradfords already had children in their home.

After being licensed, the Bradfords submitted their interest on several different sibling groups. Then they received information on a sibling group of three: Brenda, Gracie and Gerson. Aurora hesitated because the youngest was 12. "Oh, I don't know," Aurora said. "They'll probably find somebody to adopt them. I really want older kids that are harder to place."

The Bradfords actually passed on the opportunity to submit their interest in adopting the trio. Later, Aurora had a change of heart, but the deadline had passed. Arrow staff told Aurora, "Oh it doesn't hurt. We can

*"Let us hold tightly without wavering to the hope we affirm,  
for God can be trusted to keep his promise." - Hebrews 10:23*

go ahead and submit. The worst they can say is ‘no.’”

As the plan progressed, the Bradfords were chosen by the adoption selection committee. “In our minds, they were already our kids,” Michael proclaimed. Aurora added, “We just had to wait on the paperwork from CPS so we could read their history and sign the papers saying we would take them with their background.”

During the four months the Bradfords waited for the CPS paperwork, they passed on two other sibling groups. The “sales pitch” on one of the groups was, even though there are five children, they’re all younger and would be easier than adopting three teens.

“That’s not why I’m here,” Aurora declared. “They thought we couldn’t have our own bio kids. We were very capable of having our own, but I wanted to be the solution to a problem instead of hoping someone else would do it.”

The Bradfords were more determined than ever to “fight” for Brenda, Gracie, and Gerson. So when the 4,086 pages of background information on the kids finally arrived, Aurora and Michael split the stack of paper and pulled an “all-nighter” reading every single page.

“I was looking for examples of sneaking out, or drinking, and things like that,” Aurora said. “I was so perplexed. Everything in the report was just regular teen stuff that all kids do. There was nothing bad in the report. So we signed on the dotted line.”

The kids were living in a shelter in the Houston area, and the Bradfords lived in Dallas. After meeting the kids, Brenda, the oldest, let the Bradfords know she didn’t want to leave in the middle of the school semester, so it was decided the kids would stay in the shelter until the end of school.

On their first trip to Dallas, Aurora saw Gerson struggling with his big, heavy bag and a backpack, she pointed out that his sisters were sharing one backpack and she asked him what he was bringing for the weekend. Gerson told her, “They’re my books. I’m moving in.”

“Michael and I would drive down to Houston every other weekend and bring the kids back to Dallas,” Aurora explained. “We’d leave after work on Friday, and have the kids to our home around midnight. We’d have a great time together on Saturday, then head to Houston about 4:00 Sunday afternoon, drop them off and be back home by 1:00 in the morning.”

The Bradfords made the round trip to Houston twice a month from January until May. Many times, they would make multiple trips in a week to attend all of the kids’ events, like the other parents did. Then school finally ended and Aurora, Michael, and the kids made their last trip from the shelter to Dallas.

Brenda, Gracie, and Gerson officially became Bradfords on the November 3, 2017, National Adoption Day. Since then, all three kids have just blossomed.



Brenda, now 18 years old, will attend Texas State University. She’s not sure what she wants to study, but she’s considering social work as her major.

Gracie (16) and Gerson (15) are taking dual college credit classes from the local community college while being home-schooled. When they both graduate in December 2019, they’ll each start college with 27 hours of college credit.

Gerson was invited to take a private tour of the College of Engineering at the University of North Texas. As the Department Head and one of the professors were giving Gerson and Aurora the tour, they sat in on a class where Gerson raised a question that demonstrated his grasp of the topic. Later Aurora asked Gerson if he understood what they were talking about, and he replied, “I understood what they were doing, but I just didn’t understand how they got to that point.” Gerson has his eye on computer science.



Gracie has shown the greatest transformation of the three kids. As the one who rarely spoke up and always complied with others, she stunned Aurora and Michael when she came bounding down the stairs to tell them she needed to buy a dress because she had been accepted for an interview to enter the Miss Teen Texas, which is part of the National American Miss organization. Gracie had taken the initiative to apply online, and was about to embark on an incredible journey.



The day of the pageant, Aurora shares the scope of Gracie’s transformation, “When we met this girl she said a handful of words a day. Last year, she was almost in tears at the idea of speaking to a crowd of people. Today she is not only giving speeches to large audiences, she is presenting herself to people as a role model for other girls. Winning the crown would be exciting, but what all the people in that room tonight don’t know is, this little girl had all the odds against her just a couple years ago. She told me once that she stopped dreaming about her future because she knew it would never happen. Now, all she talks about is what she wants to do and what part of the world she wants to see next. She represents 68 of the bravest girls in Texas. Little Gracie has become a completely different girl. She is Gracie Bradford and she is our winner!”

All, each one of them, are our heroes...  
**#TogetherKidsWin!**



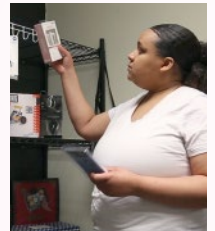
A volunteer stops by to say "goodbye" with flowers before Jasmine's last school day

# After **four** of our programs in **Maryland** poured into her life, **Jasmine** prepares for the next chapter of her **blessed journey**

Jasmine reflects on the past two years at Crossroads, "I've learned a lot, and the staff are so supportive...to the point that we are like family. Like Ms. Mallory, she is like THE best. If you need anything, she is the person to go to!"

After asking Ms. Mallory about opportunities to work with animals, not only was Jasmine able to volunteer her time to care for horses, she received equine and canine therapy as part of her treatment. "She set up horse therapy for me, that was amazing," said Jasmine. "She arranged for dog therapy. It's everything I asked for!"

While living at Crossroads, Jasmine continued her education at The Arrow Center For Education – Riverside, one of Arrow's three special education schools. There she served as the student body president, she managed the "Sun-Bucks" store, part of the schools' incentive program. Jasmine, having just recently graduated, is looking forward to eight more years of school as she pursues her dream of working full-time with animals to become a veterinarian. But, Jasmine finished school with more than a diploma and a vision of her future. Jasmine has a renewed relationship with her family.



"I always tried to get family therapy with my mom, but it never really worked out," shared Jasmine. "For the first time I finally had family therapy with my mom. Ms. Nicole (with the Crossroads program) made that happen. My mom finally came down, more than once, and sat down with me and my grand mom. It was so unexpected, and at the end, I felt so much closer to my mom. That's why I won't forget Arrow...I won't forget. I love Crossroads. The staff there are really, really sweet. When I have to leave, I'm going to be really sad."

**W**hen children are rescued from abuse or neglect in Maryland, their first stop before foster care is a diagnostic center. For up to 90 days, these kids undergo a complete mental, emotional and physical evaluation. A permanency plan is developed that may include going to a residential facility, a group home or an individual foster home. As you might imagine, the beginning of those 90 days are full of fear, anger, distrust and a lot of resistance. But through therapy, structure, and trust being developed through love and attention, their healing process begins and continues as they enter foster care. This was the case for Jasmine after leaving Arrow's Diagnostic Center.

"The diagnostic center was good, but not somewhere you want to be," explained Jasmine. "You want to get in and get out. It's something you want to learn from and move on. I didn't like it that much."

Her first and only foster parent treated Jasmine like her own child, pouring into her life. As Jasmine put it, "My foster parent was very nice. She always told me I was welcome to come back and visit anytime I wanted to."

While at her foster home, Jasmine served on an advisory board with three other foster kids that met once a month with approximately 20 foster families to communicate the needs of foster kids. Jasmine's message to foster parents centered around treating them "like your own kids," and each child has different levels of trauma, different backgrounds, different levels of comprehension. Her advice to parents was to try to understand why the foster kids in their house act the way they do, and to just be patient with them.

As Jasmine was getting closer to "aging-out" of foster care, she was offered the opportunity to join Arrow's transitional living program, Crossroads, where she would learn life skills and prepare to be on her own someday, or she could choose to go to another group home or program. On her tour of Crossroads, Jasmine was overwhelmed with the reception, not only from staff but the girls living there. Jasmine explains, "Some of the girls were at school, but the ones that weren't were like, 'Oh you're so pretty. Are you coming here? Oh, we can be friends!'"

## SERVED:



- All Foster Care: 1,513 children / 1,391 families
- The Arrow Diagnostic Center: 159 youth
- Crossroads Transitional Living: 30 residents
- The Arrow Center For Education: 279 students

*"Love...always protects, always trusts, always hopes, always perseveres." - 1 Corinthians 13:7*



## Changing Texas law & starting a new company to make life better for foster children with primary medical needs

Children in Texas foster care are blessed to have robust medical insurance through Superior Health Plan. But until Arrow stepped in, a child's insurance would revert to a basic Medicaid, with greatly reduced benefits, when they were adopted or aged-out of foster care. The impact has been tragic, especially for children with primary medical needs who require significant health services.

A family would adopt a child with intense medical needs, only to discover the huge medical bills were unmanageable because of the reduced insurance coverage. As a result, adopted children were reentering the foster care system. These horrendous adoption disruptions devastated the children and families. There are many children with primary medical needs who are currently available for adoption, but families simply can't consider adoption with the prohibitive cost of their healthcare.

Then doors we didn't even know were there started opening, with new opportunities to **help kids and strengthen families!**

"Back in April 2013, God woke me up at 4:30 in the morning and told me to call Scott Lundy (Arrow's CEO)," explained Jon Mark McMullen. "I had met Scott one time. I found his number and called him, and I told him, 'Hey, I really think I need to help you guys start your own medical equipment company.'" Scott saw the potential to improve life for children with primary medical needs in foster care by providing medical equipment and supplies with better and faster service, and efforts were set into motion to create Arrow Health Solutions (AHS).

The licensing and credentialing process presented many obstacles, but it was evident that God was involved when locked doors started flying open. Arrow Health Solutions finally became a reality, and started operating as a Durable Medical Equipment (DME) provider serving Arrow foster families who were caring for children with primary medical needs. As the VP of Arrow Health Solutions, Jon Mark McMullen saw firsthand the impact the insurance issue was having in the lives of Arrow's kids and families, and he was determined to find a way to change the system.

"Together with Arrow Child & Family Ministries, we partnered with Texas CASA, the Texas Alliance of Child and Family Services, and Representative James White's office to develop and successfully pass House Bill 72 into law," said Jon Mark. "Our legislation allows foster kids to

keep their more robust insurance when they leave foster care, which opens the door for foster families to adopt children with primary medical needs without the financial burden of overwhelming medical expenses. Before, when these kids didn't have a foster family, the state was forced to place them in nursing homes or hospitals, where they do little more than exist. We had to make a way for these kids to stay with their families, and the passage of this bill did just that."

"We saw the difference AHS was making in the lives of Arrow's foster families, and there are a lot of other families that deserve the same type of service. So we decided it was time to approach Superior Health Plan about becoming the sole provider of medical equipment for all kids in Texas foster care," said Jon Mark McMullen. "Our proposal showed that we're able to laser focus on foster children's needs because we're not like other DME providers who pitch nursing homes, nursing facilities, or hospitals."

There is an additional benefit to children and families that AHS provides, which sealed the deal with Superior Health, AHS's Medical Equipment Transportation Services. When a medically fragile child is transferred to another foster home, our trained technicians move the equipment, make sure it's functioning properly, and make sure the child's new family is comfortable with using the equipment. There's currently not any other DME provider willing to move medical equipment because it isn't a paid benefit.


Superior Health Plan accepted the proposal and has designated Arrow Health Solutions the sole DME provider for all children in Texas foster care. Plans are currently underway to implement the new policy.

The new partnership is providing even greater benefits to all foster families and all foster children throughout Texas, not just those needing medical equipment. Because AHS is owned by Arrow Child & Family Ministries, the new partnership will provide a new funding stream to support existing Arrow programs, allow for expansion of new services, and 10% of annual profits will be donated to The Texas Center for Child and Family Studies. This non-profit organization is focused on providing Texas child and family service agencies with the knowledge, skills, and ability they need to provide high-quality services in their communities.

"We're excited about what AHS is going to be able to accomplish for all Texas families and all Texas organizations serving children and families," shared Jon Mark. "This is going to be a game-changer!"

"God causes all things to work together for good to those who love God, and are called according to His purpose" - Colossians 3:12





**400** of the **most traumatized children in Texas foster care** (under 9-years-old) were **languishing in psych hospitals and treatment facilities** with little hope of a family or a future, *until...*

The state of Texas knew young children didn't belong in psych hospitals or treatment facilities. In fact, the longer they stay, the less likely they would ever find permanency through kinship care or adoption. But given these children's level of trauma, there just weren't any other options. Knowing Arrow's ability to innovate and overcome, the State asked Arrow to develop a new form of foster care to help these children...and Arrow's Treatment Foster Care was birthed.

Arrow's plan was to recruit and extensively train "treatment" foster families, in essence, to become a family-based treatment facility for one young child at a time. The goal was to provide in-home therapy and specialized services, while the child benefited from being in a nurturing family environment. Then after six months, the child's level of care would have stabilized enough for them to be able to enter traditional foster care, which is the same goal treatment facilities work to achieve. Then the treatment foster family could take another child from a facility and begin helping them.

Since this was going to be a more intense form of foster care, we knew we had to change the way we recruited families. We had social workers to provide services, what we needed was a "sales" team. Our newly formed recruitment team included former foster parents, pastors, marketers, and salespeople.

Arrow's marketing team developed a social media campaign to gain interest and inquiries. The response exceeded our expectations, so to handle the large number of responses, we changed our monthly in-person meetings to twice-a-week online, interactive webinars that were not limited by geography. This allowed us to quickly get families into training, licensed, and ready to accept a child.

When the State saw that we exceeded our own projections of numbers of families licensed and number of children placed into homes within the first few months of launching, we were asked to also take on the East and Central Texas regions.

We continue to add families and place children monthly. But as encouraging as the large numbers are, the real blessing is in the individual lives that have been changed forever. Like the very first child to complete our six-month program, who not only traded living in a treatment center for living with a real family...that real family turned into his forever family. Read their story on the next page...



*"Encourage the disheartened, help the weak, be patient with everyone." - 1 Thessalonians 5:14*



# The **first child** to complete our six month Treatment Foster Care program was **adopted** by his foster parents!



After 12 years of marriage, Kadie and Michael Jordan were more than ready to start their family. While Michael leaned toward having their own biological child, Kadie has always had a heart for helping a child through foster care or adoption. After seeing the positive effects in the life of her longtime friend who had been adopted while in grade school, Kadie knew this is what she wanted to do for a child someday. But it wasn't until Michael had a conversation with a child with Down Syndrome that God stirred his heart for kids with special needs. Kadie's consistent prayers had finally been answered.

To learn more about foster care, Kadie and Michael attended a foster parent support group at their church. Not only did they learn about foster care, but they were introduced to a new form of foster care, Arrow's Treatment Foster Care. They learned the goal of this new program is to remove younger children with extreme trauma from psych hospitals and treatment facilities, and put them into uniquely equipped, specially trained, real foster homes. After praying about it, they were confident this was their calling.

As Kadie and Michael began foster parent training classes in October of 2018, they also began preparing a room for a baby or perhaps a younger child, but they never expected an 8-year-old boy. Just two months later, after becoming Arrow's fourth licensed treatment foster home, they welcomed Tyler into their home on December 20th, which was also Kadie's birthday! The beginning of Tyler's six month stay seemed like an endless celebration with the new family experience, Christmas gifts, holiday gatherings, and even Tyler's birthday quickly followed in early January. The unusual beginning created such a unique bonding experience that from day one, Tyler began confidently declaring he was never leaving!

By February, Tyler's therapists recognized that Tyler felt strongly that this is where he wanted to be, so she asked Kadie and Michael if they would consider adopting him. "Yes" was their immediate and emphatic answer.

Since Kadie and Michael had no previous parenting or fostering experience, there was some concern with their quick confirmation. However, seeing how well Tyler fit in the family, it was evident Kadie and Michael were meant to be his forever family.

The fun and excitement of holidays and birthday soon

gave way to the struggles of daily life. The skills gained through their specialized training, the in-home supports, and their dedication to help Tyler provided a solid foundation for their family, but it was their unwavering faith, knowing God was building this family that gave them assurance everything would come together in time.

Coming from a neglected house full of kids and a highly unstable environment, Tyler was first placed in a mental hospital and then a residential treatment facility before meeting Kadie and Michael. Eventually Tyler's anger, melt downs, tantrums and hurtful behavior faded into the past as Kadie and Michael in loving patience, taught him to express his feelings and deal with frustrations in life.

One test in overcoming frustration soon presented itself when a flood caused significant damage to Kadie and Michael's home. Seeing Kadie and Michael overcome their own challenges, stresses, and frustrations in the middle of the mess and discomfort, was proof to Tyler that working together as a family is key in facing life's challenges.

Having Tyler in their home for the summer break gave Kadie more time to pour into him, and more time to strengthen their growing bond. By the time school started, Tyler *knew* in his heart he was home to stay. His school experience went from consecutive difficult days in the spring, to a whole new start for the fall. He was a different kid. His personality just blossomed, and

Kadie noticed even his smile was a little bigger and his eyes twinkle a little more.

On their adoption day in early October, Kadie reflected on their journey in her Facebook post, "We hoped when we went into this, we could give love and a safe place to kids that need it, but have come out with so much more ourselves! 'T' has taught us so much and continues to every day. Heck, when we were flooding for the second time, I lost it and cried, and 'T' came, put his hand on my back and said, 'It's OK mom, it doesn't matter if we flood 1,000 times, we have each other and we are safe.'"



*Michael, Kadie & Tyler surrounded by friends and well-wishers at the adoption*

*"Put on then...kindness, humility, meekness, and patience, bearing with one another" - Colossians 3:12*





## “And the winner is...”

For one Freedom Place resident, learning to trust again moved her to create a memorable night for all her fellow residents. A night of being pampered, celebrated and recognized as Oscar-worthy stars.

It all started several months earlier, when Becca was nominated with several other Freedom Place residents to help decorate the huge Christmas tree displayed in the lobby of our headquarters in Spring, Texas. As the girls were hanging the tree decorations, Becca turned to Debi Tengler, Arrow’s Chief Relations Officer, and asked, “They tell me they give us Christmas presents, is that for real?” Another resident testified, “Girl, I’ve been here for two Christmases, and not only do they give them to you, they keep on giving them to you!” Becca turned to Debi and asked, “Is she lying?”

Becca’s complete lack of trust took months to break through, but on one of the tours Debi led for potential Freedom Place partners, the tour group entered Becca’s room. Before they left, Becca tested Debi, “Ms. Debi, you know I like to do puzzles, but I’ve done all the ones around here.”

Debi asked her, “So what are you saying?”

Becca replied, “I’d like to have some more puzzles.”

“What kind...20-piece, 200-piece, 1,200-piece?”

Debi asked.

“I’d like all of them, because at different times I like doing different ones.”

“Okay, no problem, you’ll have puzzles by the end of the day.”

“Are you lying to me?”

“No, I’m not lying to you.”

Debi went out and bought 14 puzzles, and presented them to Becca that same day. “That builds trust, it builds attachment,” Debi shares. “Becca now sees what I do, and she wants to eventually come work for Arrow in the development department, because it made such a difference in her life.”

Having been inspired, Becca wanted to inspire her fellow Freedom Place residents. She told Debi she wanted to plan a celebration for an end of the school year party.

Debi told her it could be done, but it was going to take a lot of planning and the dedication of the Freedom Place staff and a group of volunteers to pull it off.

Becca didn’t waste any time. She presented her ideas on a storyboard, outlining the entire event, down to the very last detail. The theme was going to be a red carpet, Oscar night, complete with hair styling, makeup, and each girl was going to have a real formal gown to wear. At least that was the dream.

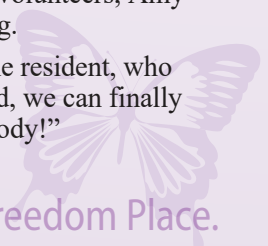
Staff and volunteers immediately started asking for help and donations. When the Golden Shears Salon heard about the idea, the stylists were so moved by Becca’s initiative and creativity, they decided they had to be part of the planning and even volunteered to provide hair styling and makeup for all the girls.

The most daunting and expensive task would be finding gowns to fit each of the girls. The staff was referred to a non-profit program called Ashley’s Cinderella Closet.

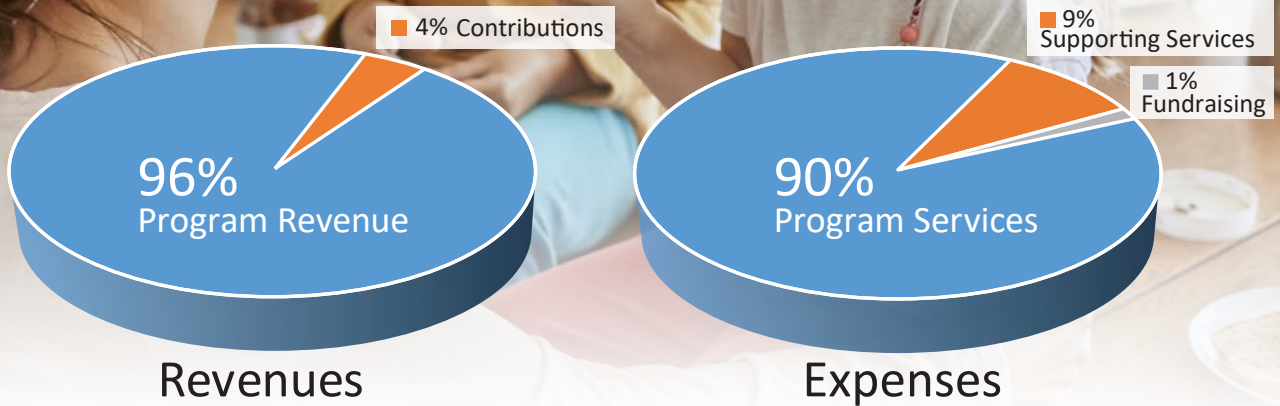
Ashley, a local high school student, started it to provide formal dresses for Houston area students who had been affected by Hurricane Harvey so they could attend their proms. Ashley continues to collect gowns from donors across the US, and shares them with those who otherwise would not be able to attend their special events. When Ashley was contacted about the planned event for the girls at Freedom Place, she sprang into action. She provided multiple fittings and stylings of gowns for the residents so each girl could find their perfect dress. Ashley’s whole family got involved and provided beautiful decorations and paid for the catering on the night of the event.

On their special night, the girls were over the top excited. They all looked and felt amazing in their gowns with professionally styled hair and makeup. The girls received special “awards” prepared by the Freedom Place staff. They had their pictures taken by volunteers, Amy and Becky, as mementos of the evening.

Because trust was reestablished in one resident, who wanted to bless as she had been blessed, we can finally announce, “And the winner is...everybody!”



# 2019 Arrow Stewardship



## Statement of Activities

Year ended June 30, 2019 (in thousands)

### REVENUE AND OTHER SUPPORT

Program Revenue	\$37,854
Contributions	\$1,609
Other Income	\$146

**TOTAL REVENUE AND OTHER SUPPORT** \$39,609

### EXPENSES

Program Services	\$35,599
Supporting Services	\$3,731
Fundraising	\$509

**TOTAL EXPENSES** \$39,839

**CHANGE IN NET ASSETS BEFORE OTHER CHANGES** (\$230)

**OTHER CHANGES IN NET ASSETS** (\$13)

**CHANGES IN NET ASSETS** \$(244)

**NET ASSETS, BEGINNING OF YEAR** \$4,745

**NET ASSETS, END OF YEAR** \$4,501

## Statement of Financial Position

As of June 30, 2019 (in thousands)

### ASSETS

Cash and other current assets	\$5,572
Non-current and other assets	\$11,142

**TOTAL ASSETS** \$16,714

### LIABILITIES AND NET ASSETS

Current Liabilities	\$3,665
Long-Term Liabilities	\$8,548

**TOTAL LIABILITIES** \$12,213

Net Assets \$4,501

**TOTAL LIABILITIES AND NET ASSETS** \$16,714



Arrow Child & Family Ministries is a 501(c)3 non-profit organization and is funded in part by the Texas Department of Family and Protective Services and the Maryland Department of Human Services.

# DONORS

*Thank You* (July 1, 2018 - June 30, 2019)

It is only through your generosity that we are able to continue fulfilling our mission of *Helping Kids & Strengthening Families.*

*Please accept our apologies for any omissions or mistakes.*

Your giving makes a difference in the life of a child. Arrow's ability to exceed national standards on safety and stability are proof of impact. And we believe foster kids matter to us, to you and to God. This is a God-sized challenge and we do not shy away from it. With your help, we'll continue to bring hope and healing.

Many blessings,



Debi Tengler  
Chief Relations Officer

*Every time I think of you, I give thanks.*  
*Philippians 1:3*

\* 100% Club Member

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**\$75,000 to \$99,999**

The Children's Fund, Inc.

**\$25,000 to \$74,999**

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*“Children are a gift of the Lord...like arrows in the hand of a warrior so are the children of one’s youth.”*

Psalm 127:3-4



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### Core Values

#### MISSION

Is believing and declaring why we exist while assuming our personal ownership for its accomplishment.

#### EMPOWERMENT

Is about staff freedom in the workplace to exercise their gifts and competencies in a manner that advances our mission and strengthens our internal culture.

#### PASSION

Is enthusiastically doing what we should be doing. It is vision, drive, determination and innovation at work in us. It is our sense of calling, empowering us to fulfill our personal and corporate mission.

### Mission

Helping Kids & Strengthening Families

### Vision

To be the preferred Christian provider of child welfare and educational services, connecting church and government to serve vulnerable children and families.

### Executive Leadership

Scott Lundy, Chief Executive Officer  
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Paula Weger, Chief Financial Officer  
Debi Tengler, Chief Relations Officer

#### ACCOUNTABILITY

Recognizes the connection between our behavior and our results. It provides clarity of expectations, feedback on how we are doing and owning the consequence of our performance.

#### COURAGE

Is doing what’s right when doing nothing or doing what’s wrong is the easiest thing to do. Courage gives us permission to take reasonable risks to achieve our goals.

#### TRANSPARENCY

Is doing things out in the open. It is allowing our character to walk before us and our heart to speak boldly, clearly and with confidence.