

ARROW CHILD & FAMILY MINISTRIES  
ANNUAL REPORT  
2016

CREATING  
OUTRAGEOUS  
HOPE

# CEO Sentiments



Scott Lundy, CEO

In looking back at almost a quarter of a century of helping kids and families, Arrow has grown tremendously,

tackled new and exciting projects, all while maintaining an excellent standard of care. As CEO, I get the opportunity to share the impact this organization has made in the thousands of lives of children in need. We have an incredible staff that serves from a calling, a board of directors dedicated to overseeing new and existing opportunities, and donors that help make this all possible.

One 'best-kept secret' we are trying to let out of the bag is that Arrow has now become the largest provider of foster care in the state of Texas! This incredible growth is allowing Arrow to provide excellent services to more vulnerable children than ever before.

We continue to look for the best options to serve children; and, this comes in various formats. In Amarillo, the home of our board chairman and businessman, Matt Griffith, we just completed Arrow's first capital campaign project. The community raised \$2.5 million dollars to serve children with complex needs from this region. The construction of Phase I of the three-phase project was underway as the campaign goals were met in July. This 20-bed residential treatment home was completed; and, we held a community blessing this fall. Children from the Panhandle will now be able to stay in the area. Before this home was opened, children were moved to Houston or Dallas to the only housing available. A big win for kids!

*Texas legislators have put Arrow at the forefront of the efforts to redesign the state's foster care system.*

Another big win for kids happened in Maryland where the Arrow Center for Education opened its fifth school. The Riverside campus is a private, non-public special education day school for elementary school students (K – 5th grade), and middle school students (6th – 8th grade). Helping kids is not only our mission, but our purpose, and Riverside's curriculum, class structure and specialized services are designed for kids who have not experienced meaningful success in a public school setting. Our goal is to help each child reach their full potential academically, emotionally, and behaviorally and successfully transition into public school. Again, kids win!

Another endeavor Arrow has embarked upon includes a

unique opportunity for a child placement agency. Arrow Health Solutions (AHS), a newly formed service of Arrow, provides medical supplies to families fostering children with special medical needs. Revenue from AHS goes back to support identifying and training more foster families to serve abused and neglected children. Another way of helping kids and strengthening families!

There are many exciting things taking place at Arrow, but I am so proud of the formation of Arrow's 100% Club, an employee-funded grant-making entity to benefit the children we serve. In the 100% Club, employees make regular contributions that accumulate annually. Then, various programs submit grant requests; and the Club members vote on their favorites. The 100% Club raised more than \$45,000 that seeded the down payment of seven new vehicles to transport children. And, our school for autism, Tangram, received funds for technology items. Our staff goes above and beyond to give back; it makes me extremely proud to serve with them.

As a faith-based organization, you may find it surprising to learn that the state of Texas works in partnership with Arrow! Texas legislators have put Arrow at the forefront of the efforts to redesign the state's foster care system. Frequently, we are contacted by the state to consult with other child welfare agencies that are struggling, or to speak with state legislators or the Governor's office on matters related to child welfare. We are honored by these requests, because it means they recognize Arrow's commitment to provide excellent care at every level of helping kids and strengthening families.

Our success all comes down to relationships.

Our families, our team, other agencies and partnerships, the government, our donors, our God...

Relationships matter, and we will continue to strengthen them to better serve kids and strengthen families while building new partnerships and alliances.

Thank you for making it all possible, for the past quarter of a century and into the next!

For strong families,

Scott Lundy  
Chief Executive Officer

# This foster mom's passion is to help teenage boys realize their potential to succeed!

When Angela Humphrey became a foster parent, she decided she would open her doors to the kids many thought would be too rowdy or rebellious to take in – teenage boys.

She knew teens would be a good fit for her home. The daughter of a coach, Angela's childhood home was a neighborhood hub for the kids her father coached. She wanted to follow in her father's footsteps to be a positive force in the lives of teens.

Angela decided to dive into foster care when she learned how many foster teens were at risk for dropping out of school, and how few went on to achieve higher education.

"I felt like this was the group that most people walked away from, and didn't want to take a chance with," Angela said. "But I was always the type of person who was up for the challenge. I thought that would be the best avenue for me."

Angela was determined not to walk away from any child. For example, one of her foster boys, Christian, was in danger of failing 8th grade and wanted to drop out of school. However, she knew he was capable of doing the work. She asked the principal if he could still advance to the high school, and make up the work he'd failed in junior high without being retained.



Angela Humphrey with one of her graduates.

written on it, and unprompted, Christian remarked on how high they were, and how easily he could have become one of those statistics on the board.

"It all came full circle," Angela said.

Another foster child who Angela is extremely proud of is D. D is a very hard worker who not only completed high school, but is now taking a full course load in college and is an assistant manager at Domino's Pizza. Even though he is old enough to have "aged out" of the system, the love and support Angela showed him led him to choose to stay in her home in extended care. Now, he is a role model for his foster brothers and sisters.

"He lets them know, 'I was once where you are,'" she said. "He lets them know that when I'm tough on them, it's because I love them."

Besides Christian and D, Angela has fostered dozens



## Foster Care

2,134 Children Served  
1,292 Foster Families Serving

We recruit and train foster parents to take into their home children rescued from abuse or neglect, and we provide needed therapy and services.

"At first she said no, and I cried and cried and cried," Angela said. "But eventually, she told me she saw how diligent and dedicated I was to this boy, and she had a change of heart and was going to pass him. So he went to high school, and all four years there, he never had any issues."

On his last day of high school, Angela went with him to meet with his Arrow caseworker. The board in the conference room had dropout rates

of other children. She said people hesitate to bring teens into their homes because they think they are set in their ways and will be rebellious, but she said anyone can change for the better, no matter their age.

"Not every teenager wants your love, at first," she said. "What they want most is your understanding, and with understanding comes respect, and with respect come trust, and with trust comes love."

# Arrow Awarded Adoptive Parent & Residential Staff of the Year

Each year, the Texas Alliance of Child & Family Services holds their Administrators Conference for agencies and individuals all across Texas to share best practices in all areas of child welfare. And each year, they present five awards at the conference. This year, Arrow received two of them. Michelle Murrey with our Arlington office, received Adoptive Parent of the Year, and Ana Prieto from our Amarillo location received General Residential Operations Staff of the Year.

for a child with visual impairment. She even attended a Florida conference for the blind to learn more.

Since coming into Michelle's home, Brooklyn has blossomed from being a child who was unable to interact with anybody, and who rejected any attempt to console her when she was upset, to a happy, typical two year-old...walking, laughing, talking, and jumping on her mini trampoline. Brooklyn especially loves to swim. She now attends daycare

throughout the week, where her teachers observed that she adjusted to her new

## Adoption 310 *Consummations*

### Michelle Murrey - Adoptive Parent of the Year

At seven weeks old, Brooklyn was diagnosed with a rare form of cancer, which caused her to lose her left eye. She came into CPS custody when her birth mother continued to miss doctor appointments, and hospital employees were concerned Brooklyn would also lose her right eye.

Michelle Murrey, a foster parent with our Arlington office, has effectively fostered children who have experienced trauma, physical abuse and emotional abuse, but Michelle was not ready to commit to adoption...until Brooklyn was placed in her care in May of 2015.

Michelle became single-minded in her devotion to Brooklyn's medical care, and became a fierce advocate for other services Brooklyn needed. Michelle called specialists and experts around the country in order to get advice on how to best care



*Above: Carolyn Bishop, State Director, and Scott Lundy, CEO present the award to Michelle.*

environment just like the other children. Now when she becomes upset, Brooklyn actually seeks comfort from Michelle, and is even beginning to interact with other familiar adults.

Michelle's unconditional love and determination to help Brooklyn have placed her on the path to recovery. Even though the outcome of Brooklyn's battle with cancer is uncertain, what is certain is that she has a dedicated mommy who will always love and care for her.

*"He defends the cause of the fatherless and the widow..."*  
~ Deuteronomy 10:18



# One Arrow family finds their missing “Linc!”

Lincoln, also known as “Linc”, was adopted by Charity and Brenton Robinson near Tyler, just a week after the toddler’s 2nd birthday. To celebrate, the Robinsons held a combination birthday and adoption day party.

The Robinsons were ecstatic to finally, officially call Lincoln a part of their family!

Lincoln came to live with the Robinsons with special medical needs and developmental delays. He only knew three words—“ball,” “bye” and “shoe,” and he always clenched his hands, which hindered him from developing fine motor skills. Even standing was difficult. In his first physical therapy session, Lincoln fell down more than 40 times.

He had some emotional problems as well. Lincoln was scared to do things like dry his hair with a towel, or pet the family’s dogs. He had trouble communicating verbally, which caused him to become frustrated and lash out.

But that didn’t stop the Robinsons from opening their hearts to him. Children with special needs wait longer on average to be adopted, if they’re adopted at all, because only a small portion of foster parents are willing to take them in. However, the Robinsons

believed they could make a difference in Lincoln’s life.

They were right.

Since Lincoln was placed with the Robinsons, he’s totally transformed. Lincoln has overcome his physical and speech problems through six months of therapy three times a week. Now, he’s down to one session a week with an occupational therapist.

He’s grown from a timid toddler to an affectionate, sociable child who loves to hug and snuggle. When he’s growing frustrated, Lincoln knows to put himself in “time out” and cool down.

It’s hard for Charity to recognize her active son as the same little boy who had trouble standing just a few short months ago.

“The most rewarding thing about adopting is seeing the difference in your child over time,” Charity said. “It’s seeing your child starting to love you and blossom into a child he was destined to be, and having your child look into your eyes with such life and love compared to when he was first placed.”

# The Arrow Center For Education Maryland



## Arrow's new school is already making a significant impact in younger students' lives

This past summer, Arrow opened the doors of our new school in Maryland, The Arrow Center for Education - Riverside. This school serves a new population of students for Arrow, young children from kindergartners to eighth graders in the Harford County community northeast of Baltimore.

The school came about through one of those unique set of circumstances that is just another example of God's hand working to fulfill our mission. While our partners in the Harford County Public School system were beginning conversations with Arrow's leadership about extending our services to elementary school students, a local elementary nonpublic school, run through Catholic Charities, expressed interest in Arrow taking over their school. As many of these "coincidences" go, the timing was perfect!

The Riverside school's curriculum, class structure and specialized services are designed for students who have not experience success in a public school setting. The school's goal is to help each child reach their full potential academically, emotionally, and behaviorally.

To build a solid foundation for future learning, our certified special education teachers make learning relevant and rewarding by providing opportunities for each student to experience some level of success on a daily basis. These incremental successes maintain student interest and motivate them to achieve more. The small class size of a maximum of nine students makes the necessary individual attention possible.

As part of a Language Arts class assignment, middle school students were asked to write their thoughts about their new school. Here's what two students shared:

*"I love Arrow School. The staff are serious and fun. My teachers push me to do well, but not too hard, only to my limit. There is more one-to-one support and help, and we are allowed to take walks and breaks when we need them. These are the reasons I love Arrow."*

## Specialized Education

For children who need an alternative to traditional public education

**325** Students

*"There are many advantages at Arrow School. The teachers and staff support us more than public schools. We participate in pizza parties, ice cream socials, and group therapy. The staff assist us if our emotions are negative. Arrow School is enjoyable and a helpful school for the students to learn."*

The combination of our new Riverside school, along with our Fair Meadows school for older youth, allows us for the first time to serve all students, from kindergarten to grade 12, and up to age 21 who need specialized education services. It is a tremendously exciting time for our Maryland education program.



# Myjah's remarkable journey to freedom

Myjah was on her high school's debate team. Her grades were good. She had hopes and dreams of what her life would be like someday. She was your typical, happy-go-lucky teenager, from a typical, loving family. Right up until the day she missed the school bus.

She didn't want to go home and tell her mom that she had missed the bus, so Myjah decided to walk to another bus stop to get to school. A truck drove past. Then it came around again...slower. That's when they grabbed her. Brutalized and broken, her kidnappers drugged her and began pimping her out.

"I didn't know what was going on," says Myjah. "I'd never really heard about sex trafficking."

She was missing for seven days and her parents, Cheryl and Larry, were frantically searching for her, putting up flyers, doing everything they could to find her. Then the phone calls began. Myjah's trafficker told her parents that Myjah had run away with him because she was pregnant with his baby, and they were going to live with his mother. Myjah's parents didn't buy it.

She was admitted to a psychiatric hospital, where the lack of understanding for her type of trauma and how to deal with it, caused Myjah to spiral down into darkness.

"The longer I stayed there, the more I became...like crazy," said Myjah. "I felt like I was losing myself. I wasn't improving at all."

Then Cheryl and Larry found Freedom Place.

"I learned a lot about myself and more about trauma, and just sex trafficking period," shares Myjah. "I didn't feel alone any more. There were other girls who have been through situations like I'd been through. I just felt close to all the staff. They made me feel like I was family to them. I think about it now, but I don't become depressed or sad. It's just like...okay, I'm not a victim. I'm a survivor. And I know better is going to come out of my life."

"As she went through the program, step-by-step, she began to build herself back up, and we saw the difference in her," said her father. "When she returned home, we could tell, she was in the process of healing."

Myjah fully engaged at Freedom Place, participating in

## Freedom Place Child Sex Trafficking Recovery

52 Girls Served

We offer a successful path to freedom for under age American children who have suffered as victims of commercial sexual exploitation.

After conducting a "sting," the police finally called. They had Myjah. She was safe, but she had been extremely traumatized.

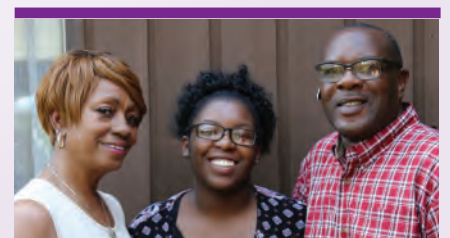
"So for the next 30 days, Myjah was just comatose, because she was on so many different medications," explained Larry. "Then 60 days...90 days...she wasn't in school or anything. She was just trying to get herself together."

In Myjah's diminished state, she began communicating with older guys online. She ran away with a guy only to discover he too was a pimp. And the horrific ordeal began again. But the first "john" Myjah was taken to was an undercover officer. Once again, she was rescued.

individual therapy, family therapy, and equine therapy. And she excelled in her school work. So much so that she was able to graduate early.

Today Myjah is looking forward to going to college and possibly entering the medical field. She's doing so well, that Myjah

recently testified in court against her trafficker. He was found guilty, and received a 23-year sentence!



Myjah with her parents Cheryl and Larry.

# After a multi-year capital campaign in Amarillo Arrow's residential treatment home is a reality



In 2010, Arrow acquired what was then known as the Panhandle Assessment Center. This 90-day emergency shelter for foster children was in an older, converted residential house. The facility went through various renovations in an attempt to better serve children, but it became evident that what was really needed was a new, larger home that could comfortably serve more children.

Plans for a capital campaign begin in 2011, but the majority of the needed \$2.5 million needed was donated just within the last couple of years. In fact,

## Residential Services

**165** *Foster children were served at our Amarillo youth home*

thanks to many individuals, community partners, and foundations, a total of over \$2.6 million was raised and construction began last fall.

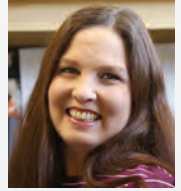
Community members and staff recently gathered for a Ribbon Cutting and a few weeks later for a House Blessing and Reception at our beautiful, new home for Amarillo foster children.

Until now, the lack of local foster homes or residential homes meant too many kids had to be sent to Dallas or Houston, or even out of state. But now, foster kids who need a higher level of care will be able to receive the treatment they need right in their own community.



# Arrow's focus on kinship care keeps families connected

When a child is rescued from an abusive situation, many times the best option is to put them in the care of an adult they already know and trust, like an aunt, a grandparent or even a teacher. Being placed with a familiar person can lessen the fear and anxiety children may have about being in foster care.



Kari Dodson,  
Kinship Care Coordinator

Since about a third of all foster children are in kinship placements, and these placements have their own unique needs and challenges, Arrow began a new program last year focused on helping kinship care families become licensed more quickly.

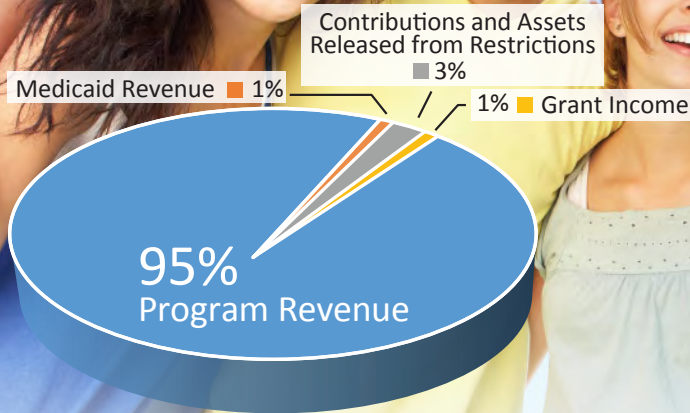
“Our kinship families just need someone to help walk them through the process—someone who is 100% focused on them when they need help becoming licensed,” says Kari Dodson, Arrow’s Kinship Coordinator. “It’s always traumatic when a child is removed, but kinship care certainly makes it easier because they’re not going with strangers. They know the home and they know the family.”

But that means families who had never thought about fostering a child before, may suddenly find themselves in need of a foster license...quickly. If a kinship family can’t make the regular Arrow trainings to become licensed, Kari facilitates additional, flexible trainings just for them. Additionally, Kari will visit kinship families early in the certification process to make sure everything in the home is in compliance. For instance, state rules mandate that homes can’t have burglar bars, and medicine must be locked away. With Kari’s help, kinship families avoid delays in obtaining their license due to safety regulation oversights.

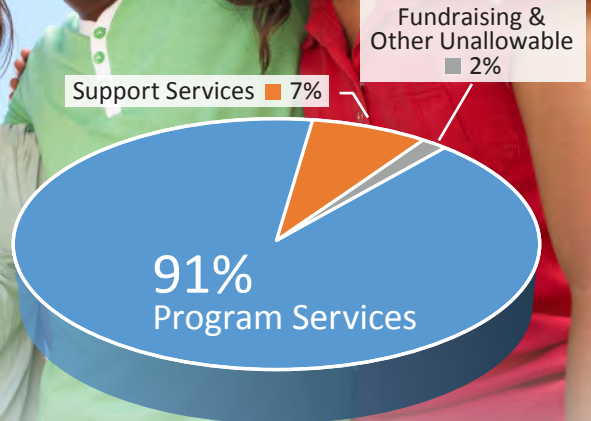
Many kinship families are coming to Arrow from other agencies after become frustrated with the typical licensing process. Other families are being referred directly to Arrow, which has brought tremendous growth to the program. Prior to Arrow’s kinship focus, we helped six kinship families in 2014. Since beginning this program in February 2015, Arrow has served a total of 62 children, and currently has 20 kinship families, with an additional 16 families in the process of being licensed.

“These families come in with a strong commitment to the kids,” says Kari. “They just need help with getting licensed as quickly as possible, and I do everything I can to make that happen so these kids can finally be in a familiar setting, and have some relief from the trauma they’ve experienced.”

# Ministry Stewardship



Revenues



Expenses

## Statement of Activities

### UNRESTRICTED NET ASSETS

Unrestricted Revenue and Other Support	
Program Revenue	\$ 35,199,991
Medicaid Billing	326,802
Contributions	1,048,262
Grant Income	369,388
Other Income	105,479

**TOTAL UNRESTRICTED REVENUE AND OTHER SUPPORT** 37,049,922

### EXPENSES

Program Services	34,016,048
Supporting Services	2,746,679
Fundraising and Other Unallowable	569,528

**TOTAL EXPENSES** 37,332,255

**INCOME TAX BENEFIT** 52,081

**CHANGE IN UNRESTRICTED NET ASSETS FROM CONTINUING OPERATIONS** (230,251)

**DISCONTINUED OPERATIONS** (151,028)

**CHANGE IN UNRESTRICTED NET ASSETS** (381,279)

### TEMPORARILY RESTRICTED NET ASSETS

Donations/Grants	251,756
Net Assets Released From Restrictions	(124,141)
Net Assets Restricted for Capital, net	904,794

**CHANGE IN TEMPORARILY RESTRICTED NET ASSETS** 1,032,409

**CHANGE IN NET ASSETS** 651,130

**NET ASSETS, BEGINNING OF YEAR** 3,893,660

**NET ASSETS, END OF YEAR** \$ 4,544,790

## Statement of Financial Position

### ASSETS

Assets	
Cash and Cash Equivalents	\$ 1,308,906
Accounts Receivables - Contract	3,668,790
Total Current Assets	4,977,696
Investments - Endowment	506,166
Fixed Assets, Net	10,330,104
Other Assets	277,698

**TOTAL ASSETS** \$16,091,664

### LIABILITIES

Current Liabilities	
Accounts Payable and Other Accrued Expenses	\$ 2,884,591
Current Portion of Long Term Debt	670,245
Total Current Liabilities	3,554,836
Long Term Liabilities	
Notes Payable	7,992,038
Total Long Term Liabilities	7,992,038

**TOTAL LIABILITIES** 11,546,874

### NET ASSETS

Unrestricted Net Assets (Deficit)	2,546,674
Temporarily Restricted	1,998,116

**TOTAL NET ASSETS** 4,544,790

**TOTAL LIABILITIES AND NET ASSETS** \$16,091,664



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 Resources.



Jennifer McGlothlin-Renault, VP Maryland Operations, and Joe Leshko, Chief Program Officer with some of our newly acquired vans.

## Employees donate to bless Arrow kids and families

The 100% Club was formed to give Arrow staff an opportunity to fund special projects that are designed to benefit kids in any of our programs, and Arrow foster families. This employee directed fund averages about \$4,000 per month in contributions.

Last year, Club members donated \$45,463.31 through payroll deduction, then they voted for the grant requests from Arrow offices and programs that they would like to see funded. The winning requests this year were: A van for our residential treatment home serving foster kids in Amarillo, TX; a van for our community services program and foster care in Salisbury, MD; and computers for Tangram, our school for students with autism.

### Thank You 100% Club Members

- |                           |                          |                        |                             |                    |                           |                    |
|---------------------------|--------------------------|------------------------|-----------------------------|--------------------|---------------------------|--------------------|
| Deanna Aghbashian         | Carolyn Carr             | Nikia Funderburke      | Ebony Jennings              | Caitlyn McSorley   | Sarah Righter             | Melvin Taylor      |
| Sydia Aguilar             | Shandra Carter           | Michael Gales          | Daniel Johnson              | Mario Mendoza      | Kimberly Roberts          | Michael Taylor     |
| Bode Akadri               | Jenna Cazares            | Jennifer Gamon         | Heather Johnson             | Mirna Mendoza-Paz  | Leslie Robertson          | Ruby Taylor        |
| Jeremy Alban              | Jerome Chambers          | Mala Ganapati          | Paula Johnson               | Jennifer Migura    | Bernard Robinson          | Debi Tengler       |
| Rhonda Alexander          | Morgan Chaney            | Alyssa Garcia          | Veron Johnson               | Janeen Miles       | Aniya Rolle               | Julia Tennyson     |
| Liz Alhand                | Rachel Ciliberti         | Amanda Garman          | Angela Jones                | Kelsi Miller       | Schrittney Rose           | Clay Thomas        |
| Lachelle Alston           | Vicky Ciulla             | Christina George       | Christina Jones             | Laurissa Miller    | Julie Ross                | Andrea Thompson    |
| Amy Anderson              | Amber Clark              | Valerie Gipson         | Emily Jones                 | Bianca Moore       | Ramon Saavedra            | Jannell Trcka      |
| Caitlin Anger             | Jacqueline Clark-Winfrey | Darius Gladden         | Kimberly Jones              | Latasha Moore      | Elisandro Saenz           | Antoinette Tull    |
| Nykerra Armstead          | Eva Clawson              | Venetia Gluch          | Melinda Jones               | Gina Moorehead     | Amaranda Sakamoto         | Mary Tungate       |
| Robbin Ash                | Daniela Coats            | Arlene Gomez           | Troy Jones                  | Kimberly Morrill   | Connie Salazar            | Martha Van Buskirk |
| Brittany Atkinson         | Sheila Cobb              | Stephanie Goncalves    | Yvette Jones                | Davia Mouzakes     | Jessica Sanchez           | Tiffany Verette    |
| Lakisha Bailey            | Ameef Coffman            | Carlos Grajeda         | Audris Jordan               | Eve Mullins        | Kristiana Santiago        | Marlene Villarreal |
| Susan Baitch              | Ladawn Conaway           | Rachel Grden           | Joyce Kapp                  | Wyatt Munnikhuysen | Anjanette Sauers          | Kellee Walker      |
| Chris Baker               | Michele Conjura          | Casey Green            | Jahneen Keatz               | Rachel Neal        | Antoinetta Saunders-Gauth | Tabatha Wall       |
| Matt Baker                | Sophia Conner            | Justin Greene          | Sharon Kiely                | Lauren Nittinger   | Chavia Savage             | Tiffany Wall       |
| Melody Baker              | Phyllis Cooper           | Nicole Greene          | Carri King                  | Nicole Nkrumah     | Shelley Searfoss          | Kadain Wallace     |
| Pam Ballard               | Erin Cox                 | Esther Hall            | Rebecca Kintner             | Kelly O'Neal       | Crystal Sewell            | Qaneisea Walter    |
| Taneese Barksdale         | Sabrina Crawford         | Shaneka Hall           | Remilekun Kusimo            | Crystal Okoli      | Shiree Sewell             | Janedra Ward       |
| Nancy Barnes              | Emil Cromwell            | Angela Hanks           | Johnnie LaQuay              | Melissa Olsen      | Kathleen Shively          | Vanessa Washington |
| Susan Barnes-McLendon     | Sunday Cruz              | Sharonda Harden        | Bryant Laws                 | Raegan Owen        | Donald Shuffield          | Jomelia Watts      |
| John Beck                 | Vicky Culberth           | Jasmine Harris         | Brittany Lee                | James Owino        | Sherry Smith              | Sandra Welsh       |
| Christina Beckhardt       | Tamika Curry             | Kenya Harris           | Tanya Legaux                | Andrew Palmer      | Cherrelle Simpson         | Scott White        |
| Cassandra Beldin          | Victoria Dailey          | Ramona Harrison        | Katri Lein                  | Rhonda Pangarakis  | Angela Smith              | Sheree White       |
| Katherine Bell            | Emma Damvakaris          | Christina Hasener      | Nakesha Lemon               | Dione Parrish      | Brent Smith               | Shenika Whitfield  |
| Teffany Bell              | Stanley Daniloski        | Miranda Haskins        | Joe Leshko                  | Elizabeth Pattullo | Julie Smith               | Kristin Wilkinson  |
| Stanley Benn              | Adrienne David           | Rochelle Haug          | Shirdine Lewis              | Carnell Pearson    | Syreetta Smith            | Kelly Williams     |
| Marsha Bias               | Javone Davis             | Lashaunda Hawkins      | Robert Lightly              | Jessica Peary      | Molly Snyderman           | Wanda Williams     |
| Erica Biglen              | Jayneisha Davis          | Susan Haydon           | Scott Lundy                 | Karin Penanhoat    | Ariel Spence              | Leslie Winfield    |
| Tina Billingsley-Buchanan | Magdalena Del Rio        | Derrick Haynes         | Patricia Maples             | Debby Spendley     | Katie Spurgeon            | Katie Winn         |
| Carolyn Bishop            | Sally Dewitt             | Tracee Haynes          | Lauren Marquis              | Robert Squire      | Robert Staubert           | Michelle Winters   |
| David Blitz               | Kari Dodson              | Kristin Hearne         | Brittany Martin             | Johanna Pope       | Lauren Stauber            | Donald Wirtz       |
| Leanna Block              | Kathleen Doherty         | Heather Hector         | Joseph Martinez             | Donte Pretlow      | Jami Steiner              | Pamela Wood        |
| Rachelle Blunt            | Theresa Donahue          | Tyrone Hendrix         | Lawrence Martinez           | Dawn Price         | Ashley Stengel            | Diona Wooderson    |
| Madison Boettcher         | Kathleen Donofrio        | Chiquita Henix         | Elesa Mason                 | Misty Price        | Sandy Stephens            | Mackenna Woodring  |
| Jessica Bond              | Sheteya Dorsey           | Ashley Hernandez       | Kari Mason                  | Jason Pruett       | Kourtney Steptoe          | Sophie Wragg       |
| Alexis Booth              | Terence Dorsey           | Teresa Hewlin          | Allyson Matteson            | Madeline Quinn     | Jennifer Stevens          | Lanetta Wright     |
| Alexus Boyd               | Erica Douglas            | Cierra Hill            | Brynne Matthews             | Tifarah Quinters   | Janae Stokes              | Randi Wyatt        |
| Antoinette Brewer         | Scott Dozier             | Dayna Hinton           | Silvia Matus                | Catherine Rahll    | Dana Strimpel             | Samantha Yarbrough |
| Tanya Brice               | Mechelle Dukes           | Wendell Hitch          | Susan Maxwell               | Jay Ramsey         | Timothy Stroh             | Earlene Young      |
| Randy Brooks              | Alexandra Duncan         | Linder Holmes          | Belinda Mazyck              | Mark Rapaport      | Dina Stubblefield         | Jonathan Young     |
| Lisa Broussard            | Lisa Egr                 | Tevera Horsey          | Michelle McBrien            | Monique Rax        | Frederick Sutter          | Shawntae Young     |
| Janine Bruce-Fila         | Phallon Ellis            | James Howell           | Melanie McCann              | Andrea Requesens   | Laurence Sutter           | Eric Zgorski       |
| Kimberly Burns            | Kelly Evans              | Holly Humphrey         | Chelsea McDonald            | Andrea Reynolds    | Ashley Swords             |                    |
| Dominic Campbell          | Nancy Evert              | Isabel Hunt            | Jennifer McGlothlin-Renault | Kenneth Reynolds   | Tiffany Sydnor            |                    |
| Lynette Campbell          | Ajsia Felton             | Nicole Huntley         | Kendra McLaughlin           | Denise Rhone       | Paula Tarver              |                    |
| Deshira Cannady           | Debra Fornelius          | Debra Indenbaum        | Mark McLendon               | Kyla Richardson    | Aisha Tauheed             |                    |
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*Give, and it shall be given to you.  
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## 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.

## statement of faith

Living, He loved me; Dying He saved me;  
Buried, He carried my sins far away;  
Rising, He justified freely forever;  
One day He's coming – O glorious day!

## 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.

Last year **4,344** lives were changed

### Foster Care

*Children Served: 2,034*  
*Foster Families Serving: 1,292*

### Adoption

*Adoptions Consummated: 310*

### Transitional Living

*Female Residents Served: 52*

### Diagnostic Center

*Resident Adolescents Served: 162*

### The Arrow Center for Education

*Students Served: 325*

### Residential Foster Treatment Home

*Children Served: 165*

### Freedom Place

*Sex Trafficking Survivors Served: 45*

\*January 1 - December 31, 2016

**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.