

ARROW CHILD & FAMILY MINISTRIES

ANNUAL REPORT

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ceo sentiments

Scott Lundy, CEO

Over the past year and into our 26th year of operation, Arrow's mission of helping kids and strengthening families has never been more evident. We often say that Arrow takes on the 'tough' cases and provides HOPE in dark situations. This year was no different, but there proved to be some unique opportunities to overcome and conquer.

As the year began, we found ourselves speaking on behalf of children in need throughout the legislative session. Being the leader in child welfare across Texas, we were called upon to voice the needs and concerns of children in care and to fight for resources to improve their outcomes. We did this having no idea the third quarter of the year would find us fighting for kids and families to overcome the impact of Hurricane Harvey, even taking extreme measures to make sure a child had the prescriptive formula needed to survive (pg.9).

Each day our staff feel called to provide HOPE to those we serve, from the educational services to fostering, adoption, and our newest program called Arrow's Restoration Foster Care (pg 7). This new program is a continuum of care for children overcoming the horrors of child sex trafficking and a model the Governor's office is behind. Again, 'tough' cases that we feel especially called to overcome.

Lives impacted and HOPE given was also part of the celebration of our chief program officer, Joe Leshko's 21 years of service with Arrow. Former students shared the impact Joe's leadership and Arrow's ministry had on their lives (pg. 6). One young man, now a successful businessman shared the impact on his life and stated, "I didn't think I could learn. I wanted to give up. You, (Joe) would not let me give up. You saved my life." Wow. Most of us in the room that night saw the living example of overcoming extreme obstacles, and it served as a great inspiration to so many. A very proud moment and a reminder that kids need us to fight for them and show them the way. Joe will begin his retirement in January, and we are so grateful for the impact he has made on Arrow and the kids who needed his fighting spirit to show them there is HOPE.

Another example of providing HOPE and one that we are most excited to share is the story of a little boy that even medical doctors did not think would be able to live for very long. God had a different plan! When you read the story of the Ross family (pg. 4-5), it is evident that God's hand moved to provide what this little, fragile child needed - Love and HOPE. The timing and way everything fell into place have reminded us again and again that God had a plan and a purpose.

James 1:27 states "Religion that God our Father accepts as pure and faultless is this: to look after orphans (today known as foster children) and widows in their time of need..."

The Ross family provided HOPE, not knowing the outcome, but obediently trusted God with the results. Our families are outstanding examples of those practicing true religion in our very midst.

Having been a foster parent and now an adoptive parent of three, giving these kids HOPE during their crisis is close to God's heart. Maybe God has not called you to foster, but maybe He has called you to come alongside and help, to do something. Please know we appreciate your prayerful consideration and your continued support. The work we are called to do is tough, and we cannot do it alone. Your prayers, your donations, your heart for the work we do day in and day out, 365 days a year matters in the life of a child. Thank you for helping us make HOPE possible to kids in need.

Helping kids and strengthening families, it is important to provide HOPE in the midst of their pain, and together we can make a difference!

For strong families,

Scott Lundy
Chief Executive Officer



The Arrow Center For Education - Tangram

Opening new worlds for students with autism

Nate Bishop was born with CFC syndrome, which significantly impacted his mental and physical growth. For his life to be what his family hoped for him would require specialized school that would give Nate the individual attention he needed.

It was apparent to his mother Jennifer the school he was in wasn't right for Nate, especially after they told her that Nate, who was 14 years-old at the time, was not able to learn to use the toilet and would have to continue wearing diapers. Jennifer knew better, so she removed him from that school and brought him to Tangram.

"What initially attracted me to Tangram was the way they would individualize their program for Nate," said Jennifer. "I felt they would give him the attention he needed. In fact, the staff was so dedicated to make sure he got to the bathroom that within the first month, they had him toilet trained. At the beginning they would take him on a schedule. Now he takes himself, even at home.

"The other thing I really appreciate about Tangram is they get the kids out of the school. At home he stayed in all the time and he didn't have much experience taking walks, or going to parks or playgrounds. But at Tangram, he goes out at least three or four days a week. That's giving him the experience I wanted him to have so he learns how to be

The Romeo & Juliet storyboard a teacher created prior to going the play.



appropriate when he's out in the community."

One planned outing was to Pumpkin Theatre, which features children's theatre productions. Students would be seeing a shortened and simplified version of Shakespeare's Romeo & Juliet. To help students better understand what they were about to see, one teacher created a storyboard that depicted the basic story line.

"She had reduced the complexity of Shakespeare into ten simple pictures," said Jennifer. "Nate was talking about it before the trip and looking at the pictures. I'm not sure he understood the whole story, but I know he really enjoyed the play."

Two mornings a week, Nate's "job coach" (his one-on-one staff) takes him to a restaurant to wipe tables and organize the salt and pepper shakers. If he does a good job, Nate gets an order of French fries. Jennifer says he's really proud of himself now and "he feels like he's accomplishing something he can be proud of."

278 Students Served on 5 Campuses



The medical staff at the hospital said the newborn wouldn't live for more than a couple of weeks. But they hadn't met the tenacious Tiffany Ross yet.

In obedience to God's calling to foster children in need, Tony and Tiffany Ross have fostered 25 kids over the years. "We both agreed, we don't need a bigger family, we don't want a bigger family," said Tiffany. "We are fostering. That's our ministry. That's what God has called us to do."

They understood their role was to take in broken children with various limitations, do what was necessary to see them healed and whole, and transition them to their forever adoptive home. But through a series of signs they couldn't ignore, God changed their ministry to include adoption.

Tony and Tiffany have since adopted Joshua now four years-old, and Gracelyn now 3 years-old. Because of state regulations, another adoption would close their home to foster care. Since they wanted to continue fostering, Tony and Tiffany weren't planning to adopt again, not until a series of miracles indicated there was one more child who desperately needed them.

Tiffany was convinced that God wanted them to foster a child who had been diagnosed with a terminal condition. On a Friday, while driving to a couple's retreat, she called Arrow's State Director of Health Care Services Sharon Kiely to ask if there was a need for a foster home like that. Sharon told her there wasn't that need right now, but if God was speaking to her heart, He was preparing her. Since Tony had not received the same message, Tiffany asked Sharon to pray for them as they considered taking in a child and loving them through their final days.

**One
Arrow family's
calling to foster a
terminally ill child
becomes a fight to
save the boy who
would soon be
their son.**

The very next day, a little boy who was scheduled to be adopted was born in Amarillo, Texas, but because of a defect, the doctors didn't expect Braylen to live more than a couple of weeks. The adoption agency backed out of the planned adoption. And two days later, Braylen's mother abandoned him at the hospital.

The very next day, 650 miles away in Beaumont, Texas, Tony let Tiffany know he also has heard from God, and they need to prepare to minister to a terminally ill child.

The following day, Child Protective Services calls Sharon at Arrow asking about a possible home for Braylen. Sharon immediately called Tiffany. Tiffany responded, "Yes! Yes! Yes!"

And the next day, the medical staff, social services staff, along with Tiffany and Tony conferred on Braylen's condition. It was decided that Tiffany would fly to Amarillo to bring Braylen back to Beaumont.

The very next day, exactly one week after calling to ask about the need for families to foster terminal children, the CPS supervisor and case worker picked up Tiffany at the Amarillo airport, and took her directly to the hospital. Shortly after arriving, Tiffany shared contact information for the Texas Children's Comprehensive Care Clinic in Houston. The nurse called the clinic to schedule an appointment for Braylen when they were back home. Normally, an appointment wouldn't be available for weeks to months, but the clinic was able to see Braylen as soon as they returned, first thing Monday morning at 9:00 am.

Tiffany spent the night with Braylen, and it couldn't have gone better. Braylen had not been able to finish a full bottle of formula and was being fed through an NG tube. But through the night, and into the next morning, Tiffany was able to get Braylen to take four full bottles. The doctors ordered the NG tube removed.

The very next day, Tiffany and Braylen spent time cuddling and getting to know each other. The connection was instantaneous, Tiffany completely fell in love with this little miracle. Before they left the hospital, the doctor told Tiffany that even though they initially thought Braylen would not be able to survive for more than a couple of weeks at the most, now they really weren't sure because of his incredible response to Tiffany.

Later that day, when Tiffany arrived at the airport, the agent at the ticket counter mentioned how precious and tiny Braylen was, and Tiffany responded by telling the agent she was concerned that the flight might be painful for Braylen. The agent assured her that he would be fine. Prior to take off, the pilot and another crew member came back to Tiffany's seat to talk with her. They understood Braylen had just come from the

hospital and that she was concerned about the effects of altitude pressure. The pilot explained that he found a lower altitude that they were cleared for, so he would be able to fly at a level that would have the least possible impact on Braylen. Then the pilot escorted Tiffany and Braylen to first class.

At Braylen's Monday morning doctor's appointment, the prognosis was the same. Braylen had Hydranencephaly and was still considered terminal, with no prediction on how long he might survive.

Within the first month, Braylen's head started growing exponentially. It surpassed the second and third percentile, and continued to grow until it was no longer measurable for his age category.

Braylen desperately needed surgery to relieve the building pressure in his head, but the earliest the surgeon would attempt it would be at the age of six to nine months. Braylen was 1 month old.

"Braylen was in such pain, he would scream day and night," Tiffany said. "I stayed with him during the day until Tony came home at 5:00 or 6:00 and I would sleep until midnight. Then I'd stay up all night with Braylen while Tony slept. Tony would go to work in the morning and we'd do the same thing all over again."

The situation finally escalated to the point where Tony and Tiffany had to take Braylen to the emergency room. While they were waiting for all the consults, Braylen started sundowning. Changes in his condition were changing so rapidly, the hospital admitted them.

The surgeon and two teams examined Braylen and came to the conclusion that Braylen's discomfort wasn't from increased intracranial pressure, but was just acid reflux. They put him on Tylenol around the clock and anti-reflux medication. Tiffany wasn't buying it. She told them, "We're not going home until we have a happy baby."

After Tony and Tiffany spoke with another doctor, and after getting patient advocates involved, the surgeon finally agreed to put in a shunt to relieve the intracranial pressure.

When the doctor came out of surgery to let Tiffany and Tony know how the surgery went, he told them that when they pierced the membrane in Braylen's head, there was quite a bit of pressure that was released. Tiffany thanked him for acknowledging and confirming her diagnosis.

"Braylen was a completely different kid," said Tiffany. "He was happy. His head growth reverted to a normal growth rate. But even though the procedure brought relief, Braylen still had the looming 'terminal' label."

At their next follow up visit with the surgeon, Tony and Tiffany met with a palliative care team, who would help keep Braylen comfortable as the end of life came near. They also encouraged Tony and Tiffany to prearrange funeral

services, which they did. And then they consulted with the Gift of Life team about organ donation.

But Tiffany wasn't ready to give up. She had been researching online, and found a place in Philadelphia that worked with brain injured kids. On the website, she read family testimonials, she watched videos that demonstrated the progress achieved by patients. Encouraged, Tiffany reached out to them, but never heard back.

While making funeral arrangements, Tiffany was asked if she wanted a burial or cremation. Fighting back the tears, she said she just couldn't make that decision right then. Then her cell phone rang.

The caller ID on her phone said Philadelphia. Tiffany thought to herself, "Is this somebody calling about my student loans again, or is this actually what I pray it could be?"

After everyone left, she ran outside to a quiet spot and returned the call. It was the team at the Institute for the Achievement of Human Potential. Tiffany knew right at that very moment, God was saying, "Don't give up hope yet."

Tiffany explained Braylen's condition, and the response was "That's great! Let me tell you how we can help and you can see if that works for you."

Tiffany breathed a prayer, "God, you didn't give me a kid that was hopeless, you gave me a kid that I could fix. I just didn't know it at the time."

A treatment plan was determined and Braylen finally had the specialized help he needed. But Tony and Tiffany had a big decision to make. Would they continue to foster Braylen, or adopt Braylen giving him a forever family, but at the same time creating a "full house" which closes their home to fostering any more kids.

They had come too far with Braylen. He was already their son. Now they just needed to make it official. So on June 1, 2017, the family celebrated the consummation of Braylen's adoption. Their new son joined his other five siblings in completing the Ross family.



The team in Philadelphia is currently overseeing Braylen's intensive treatment program and working with the doctors at Texas Children's Hospital, but it's Tony and Tiffany who are administering Braylen's daily therapy. And right now, Braylen is doing remarkably well.

1,941 Children Served In Foster Care, 220 adoptions consummated



Former student Chris Smith expresses his appreciation to Joe Leshko.

Celebrating the retirement of Joe Leshko

revealed just how intertwined the legacy of the man and the ministry truly are



Former student Jacobi Jones presents Joe with a personal award and his deepest gratitude for "saving my life."



Many of Joe's childhood friends attended the event, and shared memories of Joe in his "wilder" years to honor their friend and wish him well in his much deserved retirement.



(L-R) Scott Lundy, Arrow CEO; Paula Weger, CFO; Jay Pruett, COO with Joe Leshko and his wife Karen.

For the past 21 of Arrow's 25 years, Joe Leshko has been instrumental in building and expanding Arrow. His leadership has impacted the lives of thousands of children. So it was only fitting to have friends, current and former staff, and some of the individuals whose lives he impacted celebrate Joe's "Legacy of Leading" as he prepares to retire as Arrow's Chief Program Officer. The evening was filled with a lot of laughter and a few tears as many people took the opportunity to express love and appreciation for Joe. Two of the more poignant moments were when former students shared what was on their hearts.

Chris Smith was just 15 years-old when he was a student under Joe. He told how Joe helped him cast off his "demons" as Chris described them.

"One thing I appreciate about Joe is...he taught me how to have a sense of humor, which I occasionally have a hard time doing," Chris said. "He also taught me to be grateful for things I didn't really care for at the time like when he'd discipline us. The kind of things we'd hate his guts for. (laughter in the room) All I can say is thank you!"

Another former student, Jacobi Jones also expressed his appreciation for Joe saving his life. Jacobi graduated from the Arrow Center For Education in 2000 and went on to become a corporal with the Maryland Transportation Authority Police, then he began his own security firm, and is now working with students at Tangram, our school for students with autism.

"I didn't think I could learn, I just wanted to give up," Jacobi said to Joe. "I was waiting for the time I could drop out of school. I was waiting to give up. Through all these years you would not let me give up. You've always, always been there for me. You've been my hero, you've been a person to lean on when I was in any type of trouble."

Jacobi read the inscription on the personal award he would present to Joe, "You can give a man a fish and he'll eat for a day, but when you teach a man how to fish he'll eat for a lifetime. I just want to thank you for teaching me how to fish."

Joe's influence on our ministry will continue impacting over 4,000 children and families each year as Arrow keeps shining a light of hope for those in darkness.

Joe was presented this bronze statue to commemorate his 21 years with Arrow.





Restoration for child sex trafficking survivors continues after Freedom Place

The child sex trafficking survivors, ages 9 to 17, who come to Freedom Place have endured extreme trauma at the hands of their captors. After being confined and abused for so long, they are in survival mode and trust no one. They perceive being at Freedom Place as just more confinement, and their first instinct is to escape as soon as there's an opportunity.

It takes months of group and individual therapy, equine therapy and canine therapy for them to begin to trust again, gain self-worth, and realize there is hope for a better future. During the approximately 12 months they live at Freedom Place, these girls accomplish many milestones. One is graduating from high school.

After each girl completes the education requirements on campus at Freedom Place, her special graduation day is scheduled. All the current residents, staff and many times, members of the girl's family gather to celebrate. She receives a diploma from the local school district, staff share memories of her journey, and everyone, including other residents, encourages her by sharing how proud they are of her, how much they've seen her grow, and how much they're going to miss her. Of course, it quickly turns into a very emotional day, especially when her parents express pride in their daughter and appreciation to the staff.

One of the defining moments of the celebration is when the graduate is presented with her "wings." A customized throw in the shape of butterfly wings embroidered with "Live Safe, Live Well, Live Free" is wrapped around her to remind her of all the love and support she has from everyone there. As she is presented her wings, she is told...

*"You have accomplished something
no one can take away from you!"*

After completing the entire program at Freedom Place, many girls return home with their parents. Unfortunately, there are times when they can't go home because of past abuse that occurred there. And because these girls are underage, the next best option is a foster family.

Even though they make amazing progress at Freedom Place, complete healing will be an ongoing process for quite some time, and the average foster parent isn't equipped to deal with this kind of trauma. A sex trafficking survivor needs to be in a foster home where the foster parents have undergone special training, and where additional help and support services are available to the whole family.

Governor Greg Abbott of Texas recognized the tremendous need for specially trained and supported foster families to help survivors continue on their path to wholeness. That's why his office is partnering with Arrow to create Restoration Foster Care.

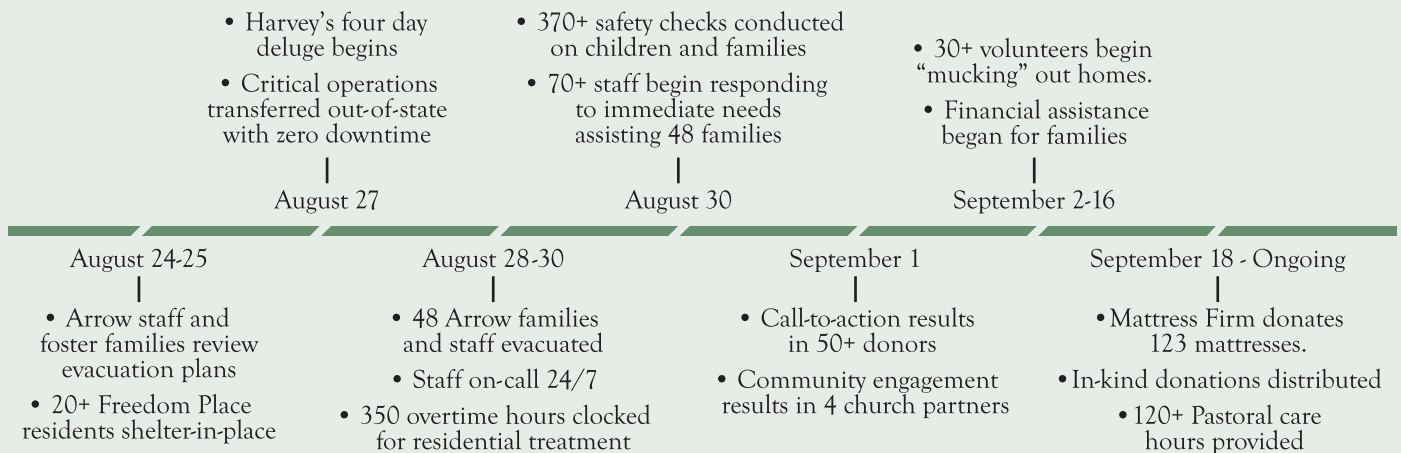
We are recruiting mission minded families and providing them with extensive pre-service and regularly scheduled training that specifically addresses the needs of sex trafficking survivors. Restoration Foster Parents are also provided with unprecedented wrap-around in-home supports for themselves, their entire family, and the child they're fostering. The family's support team includes 24-hour on-call help, a therapist, a trauma informed specialist and behavioral support staff to make sure the family has the support they need to be successful.

Kimberly Jones, Program Director for Restoration Foster Care explains the importance of the new program, "The trauma that happens in relationships can only truly be healed in relationships with consistent and caring individuals. And what better relationship to promote healing than through a foster parent who models what a good relationship looks like...a family that is committed to the child, and will never give up on that child no matter what."

67 Child Sex Trafficking Survivors Served at Freedom Place



Arrow's response to Hurricane Harvey's devastation



When the historic flooding of Hurricane Harvey hit southeast Texas, Arrow did what we've always done: meet immediate needs, minimize trauma, and immediately facilitate normalization of life. Each Arrow family and each Arrow office maintains an emergency plan that keeps us prepared for unexpected disasters. But it was the donations from 65 partners and friends that allowed us to rapidly and fully implement our plans.

Over \$114,400 of disaster relief funds and goods were received from 65 individuals, staff, local churches private foundations, and corporations, and 85% of those funds were distributed within 30 days of the unprecedented flooding.

We were able to help 48 displaced foster families and 12 displaced Arrow staff members with direct assistance to purchase gas, food, clothing, diapers, and other necessities during the immediate aftermath of the storm. Short-term assistance provided within the first 30 days after the storm helped 50 families rebuild fences, remove and replace cabinets, furnish apartments, purchase cleaning supplies, and secure short-term housing.

More than 53 of Arrow's direct care workers stayed in contact with 214 foster families in the Gulf Coast region before, during, and after the storm to ensure the safety and well-being of the 371 children in our care. Because the impact of Harvey introduced additional trauma into many of our kid's lives, Arrow staff continued to support these children and families during recovery efforts to maintain a level of normalcy until they were able to return home.

Perhaps the greatest need was met by Arrow's ongoing pastoral support. Through personal visits and calls, families were encouraged, prayed for, and spiritually strengthened. Hope was renewed as families were reminded of God's promise in Isaiah 43:2 - "When you pass through the waters, I will be with you; and when you pass through the rivers, they will not sweep over you."

"One of the biggest joys I saw was watching our staff feel so good about helping others. It was amazing. And to be the recipient unexpectedly...to see both sides of that, it was like seeing a glimpse of heaven. I got a double blessing."

- Arrow staff member who lost everything

A heroic journey is honored with an unprecedented award

His determination to deliver supplies during Harvey saved children's lives



*Jon Mark McMullen
in flight to deliver
life saving supplies.*

The 30 day supply of doctor prescribed formula should have been delivered two days earlier to Arrow foster

parent, Tammy Leger in Lumberton, Texas but flooding from Harvey made any shipments impossible. The special formula is for children with impaired GI function, and Tammy's boys were running out. If she didn't get the formula soon, her children would not survive.

Tammy, like many Arrow foster parents, receives her medical supplies through Arrow Health Solutions, which donates all proceeds to the programs and services of Arrow Child & Family Ministries. The vice president of Arrow Health Solutions, Jon Mark McMullen was contacted by Tammy's insurance company, Superior Health Plan, to devise a plan for getting the desperately needed formula to Tammy.

Jon Mark immediately began calling all hospitals, emergency medical facilities, pharmacies, durable medical equipment companies, and other retail vendors in the Lumberton area to find any formula that Tammy could access. But there were no local facilities that stocked or could even acquire the Peptamen Junior 1.5 formula, and even facilities in Houston were not able to help.

Then after contacting a registered dietician to look for an alternative equivalent formula that could be used for a few days until the prescribed formula could arrive, Jon Mark obtained a verbal prescription order from a doctor for the alternative formula. Then the search began for a local supply of that formula. The results were the same. None was available.

The only thing left to do was for Jon Mark to obtain a supply of the formula in Austin, Texas where he lived, and personally drive it to Lumberton just north of Beaumont. But when he arrived, the bridge he needed to cross to get to Lumberton had collapsed, and the Department of Public Safety had the road to the bridge blocked. After speaking with DPS troopers, he got permission to proceed to a staging area where boats were being used to ferry people and supplies. But the current of the rushing water had increased so much that the rescue boats were capsizing and authorities halted all the boating efforts.

Jon Mark was not dissuaded. He immediately began calling helicopter touring companies in the area, but they were all being used by FEMA to medivac patients from Beaumont. So he obtained alternate driving routes from DPS troopers, and

for six hours he attempted to find a way through to get the formula to Tammy and her kids. But flood waters had shut down all access to Lumberton.

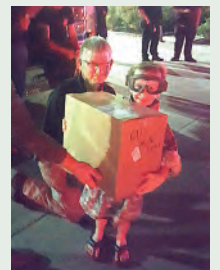
About 8:00 Friday night, Jon Mark contacted Arrow's CEO, Scott Lundy and let him know that all efforts to deliver the formula had been exhausted, and they needed to use Scott's

contacts to get access to a helicopter. Scott called TDFPS Commissioner Hank Whitman, who is also the former chief of the Texas Rangers, and within minutes DPS Air Command called Jon Mark. He would have his helicopter.



After coordinating a pickup location with DPS Air Command, and arranging for a landing zone with the Lumberton Fire Department, Jon Mark personally delivered the box of formula to Tammy's waiting child.

Tammy posted on her Facebook page, "(Jon Mark) somehow managed to coordinate with a DPS helicopter and the Lumberton Fire Department to hand deliver the boys formula to us at the fire station. I am amazed! I am so indescribably thankful for everything everyone did to bring this scary situation to an end. Jon Mark you went above and beyond!!!"



For his extraordinary efforts, Commissioner Whitman presented Jon Mark and the DPS flight crew with the prestigious Commissioner's Award of Excellence. This is the first time this award has been presented to someone outside of the TDFPS. As the commissioner indicated, the only reason TDFPS had zero fatalities during Harvey was because of Jon Mark's determination, his persistence, and his heart to serve.

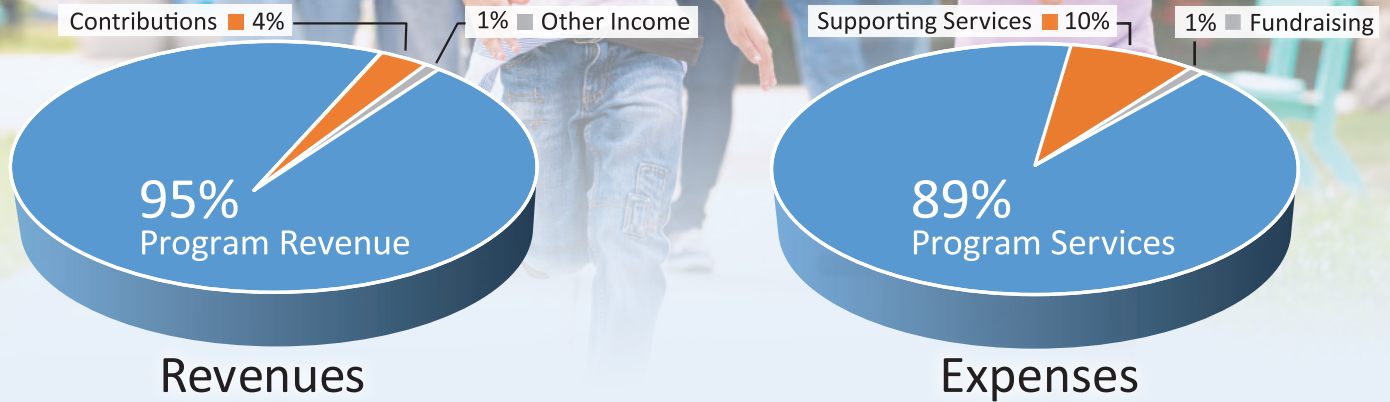
L-R: DPS pilot, Sean Davis, Jon Mark McMullen, Commissioner Whitman



*"I tell you the truth, when you did it to one of the least of these
my brothers and sisters, you were doing it to me!"*

Matthew 25:40

Ministry Stewardship



Statement of Activities

Year ending June 30, 2017 (in thousands)

REVENUE AND OTHER SUPPORT

Program Revenue	\$36,286
Contributions	\$1,508
Other Income	\$233

TOTAL REVENUE AND OTHER SUPPORT \$38,026

EXPENSES

Program Services	\$33,311
Supporting Services	\$3,709
Fundraising	\$269

TOTAL EXPENSES \$37,289

CHANGE IN NET ASSETS BEFORE OTHER CHANGES \$738

OTHER CHANGES IN NET ASSETS \$290

CHANGES IN NET ASSETS \$1,027

NET ASSETS, BEGINNING OF YEAR \$3,577

NET ASSETS, END OF YEAR \$4,604

Statement of Financial Position

Year ending June 30, 2017 (in thousands)

ASSETS

Cash and other current assets	\$5,447
Non-current and other assets	\$11,649

TOTAL ASSETS \$17,096

LIABILITIES AND NET ASSETS

Current Liabilities	\$3,519
Long-Term Liabilities	\$8,973

TOTAL LIABILITIES \$12,492

Net Assets \$4,604

TOTAL LIABILITIES AND NET ASSETS \$17,096



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.



Arrow employee donations provided curriculum and furniture for three of Arrow's schools in Maryland

The 100% Club was formed to give Arrow staff an opportunity to fund special projects that are designed to benefit kids and families being served in any of our programs. This fund averages over \$3,200 per month in contributions, and nearly 60% of Arrow employees are in the 100% Club!

This year Club members donated \$38,708 through payroll deductions, then they voted for the grant requests from Arrow offices and programs they wanted funded. The winning requests this year were: school furniture for our school in Bel Air, MD; promotional t-shirts for all foster parents and Arrow staff; a Vocational Life Skills Program for our school in Baltimore, MD; and reading curriculum for elementary age children at our school in Belcamp, MD.

Thank You 100% Club Members

Carol Alexander	Tyneisha Campbell	Tiffany Ferrell	Heather Johnson	Alison McKell	Kenneth Reynolds	Elizabeth Taylor
Rhonda Alexander	Charlotte Cantler	Maria Fierro	Robert Johnson	Jon Mark McMullen	Andrea Reynolds	Ruby Taylor
Alicia Alexander	Shandra Carter	Marianna Flamenco Lugo	Melinda Jones	Mirna Mendoza-Paz	Margaret Rhone	Michael Taylor
Elizabeth Alhand	Jenna Cazares	Anthony Fluker	Daevonya Jones	Victoria Miller	Debra Richards	Lance Taylor
Amy Anderson	Jerome Chambers	Emily Foster	Jacobi Jones	Kelsi Miller	Emily Riley	Tiffany Teate
Heather Anderson	Morgan Chaney	Teresa Foster	Kimberly Jones	Daniel Molina	Angelica Riojas	Debi Tengler
Shanicka Arceneaux	Kaitlyn Chavez	Cassandra Frye	Emily Jones	Sheree Moore	Melinda Rivera	Clay Thomas
Andrew Asberry	Vicky Ciulla	Chelsea Furshman	Jennifer Jones	Latrice Moore	Leslie Robertson	Andrea Thompson
Brittany Atkinson	Amber Clark	Jennifer Gabriel	Lashauna Jones-Talley	Gina Moorehead	Schrittney Rose	Mary Louise Thurston Wise
Melody Baker	Jacqueline Clark-Winfrey	Reginald Gales	Audris Jordan	Tiffany Moss	Wendy Rose	Jannell Trcka
Susan Barnes	Eva Clawson	Monique Gamez	Betty Judd	Davia Moukakes	Julie Ross	Serena Trimmier
Cynthia Bartholomew	Chelsie Clawson	Alyssa Garcia	Lenora Junigan	Melissa Murray	Tonya Roy	Mary Tungate
Jamie Bauman	Vicki Clayton	Cynthia Garcia-Benavides	Joyce Kapp	Sarah Myers	Connie Salazar	Edward Unger
Elyse Bayer	Evangeline Cleveland-Hill	Christina George	Wendy Key	Kelly Myshrrall	Christina Salinas	Martha Van Buskirk
John Beck	Amanda Cloessner	Katie Gibellino	Sharon Kiely	Lauren Nesmith	Jessica Sanchez	Tiffany Verette
Mark Becker	Daniela Coats	Darius Gladden	Carri King	Oluchi Nwankwo	William Sanders	Tammy Vickers
Cassandra Beldin	Amee Coffman	Valerie Glick	Melissa Kong	Rebecca Odegard	Kristiana Santiago	Marlene Villarreal
Janna Bell	LaDawn Conaway	Venetia Gluch	Johnnie LaQuay	Crystal Okoli	Anjanette Sauers	Steven Wackett
Katherine Bell	Tondrea Conaway	Charity Goldsboro	Bryant Laws	Stacy Olds	Shemeira Savage	Kellee Walker
Stanley Benn	Kelsie Crain	Wendell Goldsboro	Brittany Lee	Melissa Olsen	Stephanie Scallan	Amanda Walker
Jasmine Berry	Danielle Crawford	Arlene Gomez	Laneya Lee	Kelly O'Neal	Lauren Shields	Diane Walsh
Marsha Bias	Monique Crossgrow	Rebecca Gonzalez	Katri Lein	Donte Orr	Donald Shuffield	Audrey Wanga
Erica Biglen	Victoria Culberth	Antonio Graves	Claudia Leon	Raegan Oster	Sherry Simien	Janedra Ward
Connie Birdwell	Kimberly Cutbirth	Casey Green	Joseph Leshko	Rhonda Pangarakis	Cherrelle Simpson	Robert Warren
Carolyn Bishop	Stanley Daniloski	Felechia Hall	Veronica Lewis	Victoria Pangia	Mark Simulis	John Weitzel
David Blitz	Adrienne David	Brandi Hanford	Yuriria Llamas	Simona Parker	Jennifer Sitarik	Anthony Wiggins
Rachelle Blunt	Alexis Davidson	Ramona Harrison	Sandra Lopez	Mikayla Paschel	Melanie Stlayton	Kimberly Williams
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be given to you.
Luke 6:38*

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Please accept our apologies for any omissions or mistakes.

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Many blessings,



Debi Tengler
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*Every time I
think of you,
I give thanks.*
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Ms. Aisha Paul	Ms. Leslie Robertson			
	Ms. Laurie Robinson			



LAST YEAR WE CHANGED
4,384 LIVES FOR GOOD

Foster Care

Children Served: **1,941**
Foster Families Served: **1,410**

Adoption

Adoptions Consummated: **220**

Transitional Living

Female Residents Served: **23**

Diagnostic Center

Resident Adolescents Served: **132**

The Arrow Center for Education

Students Served: **278**

Residential Treatment Home

Children Served: **176**

Psychiatric Rehabilitation Program

Families Served: **137**

Freedom Place

Child Sex Trafficking Survivors Served: **67**

*July 1, 2016 - June 30, 2017



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Board of Directors

Matt Griffith	Trevor Ming
Melissa Hults-Mokros	Lani Netter
Robin Jones	Becky Turner
Eric McLaughlin	Mark Washington
Kelli Miller	Tamika Williams

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.

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.

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.

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