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

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
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.

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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 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 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.

“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.”

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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.

**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 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 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
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.”
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 experienced 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.”

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 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 Cheroly 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 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 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, Cheroyl 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.

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.

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

Freedom Place  Child Sex Trafficking Recovery
52 Girls Served

Myjah with her parents Cheroyl and Larry.
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.

**Residential Services**

165 Foster children were served at our Amarillo youth home
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.

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.”
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!

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“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.

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### Statement of Financial Position

**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) 2,546,790
- Temporarily Restricted 1,998,116
- TOTAL NET ASSETS 4,544,790
- TOTAL LIABILITIES AND NET ASSETS $16,091,664

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**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
- TOTAL TEMPORARILY RESTRICTED NET ASSETS 1,032,409

**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

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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.
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.

Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost:  
And lo, I am with you always, even unto the end of the world.  
Mark 16:15-16

Thank You 100% Club Members

Deanna Aghbashian  Carolyn Carr  Nikka Funderburke  Ebony Jennings  Caitlyn McSorley  Sarah Righter  Melvin Taylor
Sydia Aguilar  Shanda Carter  Michael Gales  Daniel Johnson  Mario Mendoza  Kimberly Roberts  Michael Taylor
Bode Akadri  Jenna Cazares  Jennifer Gamon  Paula Johnson  Mirna Mendoza-Paz  Leslie Robertson  Ruby Taylor
Jeremy Alman  Jerome Chambers  Mala Ganapati  Veron Johnson  Angela Jones  Bernard Robinson  Debi Tengler
Liz Alhand  Morgan Chaney  Alyssa Garcia  Amanda Garman  Christina George  Anya Rolle  Julia Tennyson
Lachelle Alston  Rachel Ciblert  Amanda Christy  Galena Jones  Kimberly Jones  Clary Thomas
Amy Anderson  Vicky Ciula  Valerie Clark  Emily Jones  Bianca Moore  Andrea Thompson
Caitin Anger  Amber Clark  Jacqueline Clark-Winfrey  Darius Gladden  Latasha Moore  Janneli Trcka
Nyikerra Armstead  Eva Clawson  Arlene Gomez  Melinda Jones  Gina Moorehead  Antoinette Tull
Robbin Ash  Daniela Coats  Stephanie Goncalves  Troy Jones  Joanne Keatzi  Mary Tunge
Brittany Atkinson  Sheila Cobb  Carlos Grajeda  Audris Jordan  Joyce Kapp  Mandi VanBuskirk
Susan Bailey  Amee Coffman  Rachel Grden  Brandy Neal  Khristina Santiago  Tiffany Verette
Lakisha Bailey  Ladawn Conaway  Casey Green  Janet Keatzi  Rachel Neal  Marleme Villarreal
Michele Conjoura  Jackie Conner  Justin Greene  Justine Keatzi  Sharon Keel  Kellee Walker
Sophia Comer  Phyllis Cooper  Nicole Greene  Carri King  Nicole Nkumah  Tabatha Wall
Melanie McCann  Erin Cox  Esther Hall  Shekeeha LeSko  Kelly O’Neal  Tiffany Wall
Teneese Barkdale  Sabrina Crawford  Shareka Lea  Sh knee lemon  Kadam Wallace
Nancy Barnes  Emil Cromwell  Angelina Hans  John Lee  Qaneisea Walter
Susan Barnes-McLendon  Sammie Dunaway  Sharona Harden  Amanda Harrison  Crystal Okoli  Janeeda Ward
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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.

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.

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