

ARROW CHILD & FAMILY MINISTRIES

♥ 2020 ANNUAL REPORT ♥



JUST A FEW OF ARROW'S AWESOME STAFF

THE REASON OUR KIDS, FAMILIES
AND STAFF THRIVED DURING
SUCH A VERY DIFFICULT YEAR...

#TOGETHERKIDSWIN





MY PERSPECTIVE

Scott Lundy, CEO

2020!

I think many of us are ready to put 2020 in the rearview mirror!

2020 has been a year defined by crisis. The global pandemic has tested all of us but has affected specific sectors and people with more intensity than others. One of the sectors affected acutely has been child welfare. Families have been stressed, to say the least, and children's services have had to adjust rapidly due to the virus.

"2020" often means focus, good eyesight and only relates to vision. Interestingly, when the doctor tells you that you have 2020 vision, they refer to your clarity level or acuity of reading based on the eye chart they always hold up.

2020 for Arrow means very similar things to us, having the clarity and insight to see the path before us and walk it out with precision and excellence. Many things in our world, the 2020 world, had to shift for kids' and families' safety quickly. Arrow turned quickly to telehealth, immediately putting protocols in place to continue to serve children while protecting them, the families that serve them, and our incredible staff. Still, by the grace of God, we have been prepared. We are now looking to use our experiences to build bridges of hope for 2021.

We could not do what we do without the remarkable Heroes who work here! Our staff recruits and equips families to come alongside children who are traumatized and supports them while these families dedicate their lives to children who need them. On this reality, we anticipate an exciting 2021, and as we do, we continue to celebrate miracles that have taken place over this unprecedented challenging year closing behind us.

The lives of the children we serve have been unstable, shaken, ripped apart, and it is our job day in and day out to help them heal and find families who will do the same. Our work allows them to have the tools they need to cope with trauma, overcome uncertainty, face unknowns, and come out on the other side stronger than before.

Perspective is everything...

2020! Actually, from my perspective, it has been a mettle testing year for Arrow. Over the last 18 months, we have started two new programs (pg 3), and completed a therapeutic learning space for our students with Autism. An incredible donor stepped in and completely rebuilt Arrow.org, our website, as a fulfillment of a personal promise to God (pg 10). And, then, in one week, our staff vacated the national headquarters building to be able to accept a more than \$1 million donation to renovate and refurbish our national headquarters building that was tired and significantly outdated! They did this in only 92 days!!! Literally, miraculous and part of why we are so very hopeful for 2021 (pg 8).

Many say that the best way to overcome trauma is to serve others. We see this, especially this year. Our residents at Freedom Place, our center for rehabilitative recovery of sex trafficking, are now serving meals alongside Kingwood UMC members. (pg 7) Our foster parents serve deeply traumatized children who need the hope they have to offer. These families will tell you they are the ones who get the greatest blessing (pg. 4). We have the opportunity to take the difficult, challenging aspects of 2020 and rise to the occasion for the kids we serve.

"I am your refuge and your strength, your very present help in time of need." -- Psalm 46:1

While 2020 has rocked our world, we at Arrow see that it has unveiled our staff and families' incredible character and determination. We continue to see the mighty presence of God protecting and providing as we walk out helping those close to his heart, these kids. We cannot do what we do without your prayers and your incredible support.

We are leaning into hope and continuing to be the bridge for others to find it as well. Our prayer is that you and yours are well, know that you are valued, and understand that we have hope and continue to give it away. Join us for this incredible ride!

For stronger families,

Scott Lundy, CEO





GIVING KIDS & FAMILIES THE ADVANTAGE OVER TRAUMA

ARROW'S NEW BEHAVIORAL HEALTH SERVICES IN TEXAS

Whether a child's experience in foster care becomes a time of healing and connecting, or just something to endure, is determined primarily by one thing. Is the foster family prepared to deal with the child's specific needs, especially the effects of trauma?

Traditional training prepares foster parents to help most kids in care, but there are children whose trauma has been so significant, it's necessary to bring in a specialist with enhanced tools and methods to stabilize the home. Due to the extraordinary amount of documentation and regulation, case workers simply don't have the time or expertise to manage behaviors created by higher levels of trauma. That's why we've created our new Behavioral Health Services program, which initially launched in the Houston area.

"Ultimately, the goal has always been to help kids stabilize in foster homes," said Cynthia Leon, Arrow's Regional Director for Treatment Foster Care. "Kids who have experienced trauma are going to have behavioral problems that need to be addressed. But moving a child from home to home because foster parents aren't prepared to handle a higher level of behavioral problems just creates more trauma for the child. If we can get the child stable in the home, get that relationship stabilized, and teach parents how to help kids work through the trauma, then the child is much less likely to have multiple moves. That reduces the amount of new trauma and gives them the opportunity to work through past traumas."

For a child who has experienced a significant amount of trauma, experts indicate the child's emotional age is at least half their biological age. In a normal situation, a parent may be able to successfully address the behavior of an 8-year-old. But those methods won't be effective with an 8-year-old who is at the emotional

level of a 4-year-old. "That's part of the education," explained Cynthia. "Our Behavioral Support Specialist comes into the home to help families become more 'trauma informed,' so they can recognize that the behaviors they're seeing is the result of the child's trauma. And our specialists provide parents with new tools and methods that are more appropriate for each child's emotional level regardless of their actual age."

Arrow's Behavioral Support Specialists also provide children with their own tools to understand and cope with their trauma in order to self-stabilize. "Our specialist goes into the home, works with the child to help them identify what 'triggers' their negative behaviors and understand their own physiological cues," shared Cynthia. "Once the child is able to recognize when they're starting to get upset with cues like a racing heart or faster breathing, then we can teach them new coping skills to prevent escalation to a full-on tantrum or physical aggression."

It's also important for parents to recognize their child's triggers, so the Behavioral Support Specialist involves parents when identifying their child's triggers. "Many times parents are surprised at some of the seemingly minimal things that can trigger a child's reaction," explained Cynthia. "But when parents are aware, they can avoid the child's triggers, and help talk them through their coping process."

Behavioral Health Services have been offered in our Maryland offices for several years, but in Texas, the program was launched in February 2020. In both states, the benefits of these services aren't limited just to foster care. "Not only have we seen vast improvements in our foster kids, we've seen some remarkable outcomes for residents at Arrow's Freedom Place with survivors of commercial sexual exploitation," said Cynthia. "We're also excited to bring our services to other agency's residential facilities, families struggling in the community, and even older kids and young adults preparing to leave foster care. **This is definitely going to be a game changer for a lot of kids in a lot of different settings!**"

"WE JUST WANTED TO HELP KIDS"



BUT THE EMOTIONAL TOLL ON THE JOHNSON'S WAS NEARLY TOO MUCH

Susanna and Doug Johnson knew they wanted to adopt a child who needed a family "someday." But after going through fertility treatment, two unsuccessful pregnancies, and Susanna being diagnosed with an autoimmune disorder, "someday" quickly became "right now."

They began by reviewing the children listed on the Texas Adoption Resource Exchange (TARE) website, which has profiles of nearly 1,000 children in foster care who are available for adoption.

"We actually fell in love with a sibling group of three," said Susanna. "That's when we decided we definitely wanted a sibling group. We thought it was going to be a perfect match. We took it as a sign that this is what we were supposed to do. So, we started the adoption process with these three kids in mind."

The Johnson's didn't realize the investment of time and effort it was going to take. Six months later, on the very day they became certified, Doug and Susanna received word that the three children they thought were their perfect match, were matched with another family.

"We were too late," Susanna explained. "I was devastated. I thought, 'but there was a sign! They were supposed to be with us!' So, we had to take a step back. But we realized it's not just about us, it's about kids who need a family and how we can help."

The Johnson's next challenge would soon present itself. They were asked if they would consider a "legal risk" adoption. Which meant there was a possibility that the birth parents could get their children back.

"That was something we really had to pray about," Susanna shared. "We've had friends who fostered, and it was very difficult on them when their foster kids returned home. But we agreed to consider a legal risk adoption."

Susanna is a 34-year-old high school assistant principal and Doug is a 37-year-old former Marine turned software manager, so they were prepared for, and opened to, any age, any group, any ethnicity. They even "put in" for a set of 17-year-old twins!

"During the year long process, it was heartbreaking to see all the emails, week after week, of all the kids that really needed a family," explained Susanna. "So, we just put our name out there for a lot of different kids and sibling groups, all ages and ethnicities."

The Johnson's were eventually matched with an infant, and they were told they were in the "final staffing." The decision had been narrowed down between them and one other couple. They excitedly bought a crib and got everything ready, just in case.

"We were not chosen," said Susanna. "Again, we were heartbroken. Just devastated. Doug and I talked about it...is this for us, this never-ending cycle of heartbreak? Gregory (the Johnson's Arrow adoption coordinator) told us, 'Look, when it's right, you wouldn't have imagined it any other way.' My mom told me, 'I don't know why, but God is telling me that you don't know the whole story.'"

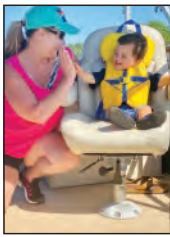
WHEN IT'S RIGHT, YOU WOULDN'T HAVE IMAGINED IT ANY OTHER WAY

Doug and Susanna took a break to allow for their own emotional healing, but after about six months they decided, "No, this is what we really want to do." So, they "put their name in" on a set of six-month-old twin baby boys...it was a "legal risk" adoption.

"We mostly looked at sibling groups of three or four," said Susanna. "We just wanted to help some kids and we wanted to have a family. We didn't have any expectations of matching or not matching."

It came as a complete surprise when three weeks later, Gregory called to let Doug and Susanna know that they were in the "final staffing" for the twins. The day the decision was being made between the Johnson's and the other family, Susanna was at her school giving a presentation to a group of 20 teachers. Her phone rang. She excused herself to take the call, but by the time she reached the hallway to answer her phone, the caller had hung up. Susanna decided to finish her presentation while she was still composed, and then return the call in case it wasn't good news again.

"I wasn't able to get a hold of anybody," Susanna explained. "I finally called Doug and he asked if I had



Bradley Douglas Johnson (with brown eyes) was named after Susanna's father Douglas Schroeder (second picture with flags), and Jacob Taylor Johnson (with blue eyes) was named after Doug's father Randall Taylor Johnson (fourth picture with papa in a cowboy hat).

talked with Gregory. I told him 'no'. But apparently after they couldn't reach me, they had called Doug. He said, "We got them." When I realized the twins were ours, I screamed, I was dancing in the parking lot at school. I was crying and the teachers started coming out to see what was going on."

Despite all the excitement, there was still the possibility the twins could be reunited with their birth parents if they fulfilled the court's orders, which included overcoming their drug addiction.

Doug and Susanna made 11 trips total between Houston and Tyler, where the twins were being fostered, to begin the bonding process. Their first trip to be with the twins was a four-hour visit, then eight hours, then an "overnighter," then weekends, and a whole week.

The boy's foster parents had some concerns about the Johnsons having pets at home since the twins had respiratory issues after being born premature. So, during one of Doug and Susanna's trips to Tyler, they drove the boys to Dallas to see an allergist and a respiratory specialist, and paid out of their pockets to have the twins tested for allergies. Everything came back negative, so the pets weren't a concern.



Now came the most significant threat to the adoption being consummated. The birth parents decided they were going to fight for custody. A court date was set for a permanency hearing.

The day before the hearing, the call came that nobody was expecting. The birth parents had looked through the Johnson's life book, realized what awesome parents they were and what kind of life they could give the boys...and they relinquished their rights!

"We just broke down of course," said Susanna. "Lots of tears, and just realizing, we only had to wait six more months and these two beautiful boys would be ours!"

The Johnson's drove to Tyler for the adoption on Friday, March 13th. It was the last day the court would

be open for two months because of the pandemic, and the Johnson's were scheduled to be the last court case of the day.

"Our lawyer asked which of us would respond to her questions when we go before the judge," said Susanna. "Of course, it's me. I'm quite the talker. So, we walked into the court room, and immediately I started bawling. I was incapacitated. I couldn't say one word. It was tears of joy and relief, knowing they're finally going to be our boys. It was healing. I cannot imagine our lives without these boys. They're perfect for us, and we're perfect for them...and it's...it's amazing! Gregory was right, I could not imagine it any other way."



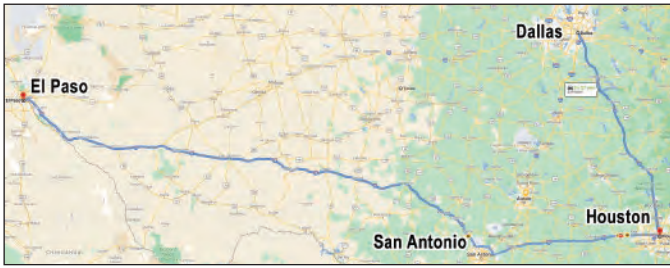
"When we saw the picture of our boys in an email broadcast, we took a chance and leap of faith to love more and believe in something bigger. We never imagined our life where it is right now. Our house is chaotic and cluttered with toys. We have two of everything. We are exhausted (lol). But...we got to experience our boys first steps, the first time they said mama, their first teeth (that was rough times two)."

"This week Jacob ran up to me and held my hand as I was walking out to get the mail, and I just about burst. I live for these "small" moments now. Our hearts and our arms are so full. This whole experience brought both of our extended families together, and Doug and I as well, in such an amazing way. Bradley and Jacob have completely stolen their papa's and grandma's hearts."

"Originally when we started this process, we thought we may not be chosen because of our demanding careers. But now I'd tell anybody, you can have both. You can love your job and love your kids. I am so glad we said 'yes,' because although, in a way, foster parents save kids' lives...in reality, it's more like they save ours."



The twins not only have a new mom and dad, they are now part of a extended family of grand parents, uncles, aunts, and cousins!



AHS STAFF CRISSCROSS TEXAS TO LITERALLY GO THE EXTRA MILE FOR MEDICALLY FRAGILE CHILDREN

Dallas to Houston

Our durable medical equipment (DME) provider for Texas foster kids, Arrow Health Solutions (AHS), received a call from a Superior Health Plan case manager desperately needing help for a 3 year-old foster child, a little girl who was in Texas Children's Hospital in Houston. The hospital uses another DME, and had ordered a hospital crib to be delivered to the girl's home. The DME said they wouldn't be able to provide the crib for another week-to-10 days. Since the hospital will not discharge a child without equipment in place, the 3 year-old was going to have to spend at least another week in the hospital. The case manager immediately called AHS because she knew from experience, when other DMEs say "no" she can count on AHS to say "yes." Brian Wintermeier, AHS Point of Care Specialist,

received the call at 11:30am. By noon, he had already loaded the crib on his truck and was driving from Dallas to Houston to make sure the 3 year-old wouldn't have to spend another night in the hospital. Brian arrived in Houston at 4:30pm and had the new crib set up so everybody could rest easier at home that night. A week-to-10 day hospital stay can be traumatic for adults, much less for a child already experiencing the trauma of being placed into foster care. Brian made sure the girl's real healing could continue at home where she belonged. -- #HerosWorkHere

Houston to El Paso

While Brian headed to Houston, Jacob Rodriguez, AHS Point of Care Specialist, was already on his way from Houston to El Paso by way of Temple!

A medically fragile foster child, living in a Temple foster home, was cleared to reunite with his birth mom who lived in El Paso. The problem was, there were no DME providers in El Paso that would serve the child, and he couldn't go back home without the equipment in place. Again, a Superior Health Plan case worker called Arrow Health Solutions for help. Jacob drove nearly 23 hours to make sure nothing stood in the way of a son reuniting with his mom. Jacob set up the needed equipment, trained the boy's mom on how to use the equipment, and made sure she was comfortable with everything before he left. Her response to Jacob was, **"I cannot believe you cared enough to drive all the way to El Paso from Houston to serve us...because nobody here would!"** -- #TogetherKidsWin



NATIONALLY RECOGNIZED ANIME VOICE ACTORS INSPIRE ARROW'S RESIDENTS

Arrow residents at Crossroads, Freedom Place, and the Diagnostic Center welcomed Anime voice talents John Swasey and Luci Christian via Zoom. Luci and John have both been involved with Anime for over 20 years as voice dub actors. Luci is number two for dub actors on the Anime News Network. She is known as the voice actor for Nami, Mitsukuni "Honey",

Haninozuka, and Nagisa Funukawa. She has also been in My Hero Academia as Ochaco Uraraka.

While on camera Luci shared her quarantine haircut where she buzzed the sides of her head. She was very personable and fun! On screen Luci transformed her voice from a duck, to a girl, and then into a princess, all characters from Princess Tutu. The residents' eyes lit up as they recognized the voices of some of their favorite characters.

John comes in at number three on the Anime News Network and usually plays the villain in most of the shows. The conversation was both animated and lively between the two celebrities. After sharing a little about how they started their careers, John and Luci answered questions from the residents, who were just a little star struck.

Luci concluded, "I am so grateful, I work with the kindest, nicest people. It's a fun project to do, and it's my career which is crazy! So go find people you like to be around and start practicing, read out loud and try out different voices — it really is a lot of fun!"



Freedom Place residents with Kingwood UMC volunteers deliver meals to low income apartment residents and prays with them

KINGWOOD UMC PARTNERSHIP BLESSES MORE THAN ARROW'S FREEDOM PLACE

Before attending a conference in 2010, Pastor Chris Harrison prayed, **"God break my heart for what breaks your heart."** Little did Chris know, God was about to answer his prayer when the horrors of child sex trafficking overwhelmed him at the conference. Chris shares, "I had to leave my stadium seat and go out into the walkway where I just cried, and cried, and cried. My heart broke, literally."

When Chris returned from the conference, he searched to discover efforts to fight trafficking in the Houston area. He learned that Arrow's Freedom Place was being constructed to serve as a residential treatment center for young girls rescued from child sex trafficking. Chris visited Arrow's Freedom Place and asked if he could bring a team from his League City church to help with painting. But the Lord had much more for Chris to accomplish at Arrow's Freedom Place than just painting.

Several years later Chris was appointed as an Associate Pastor at Kingwood United Methodist Church (KUMC). When KUMC's Oasis foster care ministry hosted a luncheon, doors started opening to a more significant level of partnership with Arrow's Freedom Place. Debi Tengler, Arrow's Chief Relations Officer, attended the luncheon, and reconnected with Chris there. Debi and Chris had become acquainted many years earlier when Debi was working with the AlphaHouston Ministry in 2003. As a result of their Spirit-led reconnection, Debi took Chris on a tour of the campus of the now functioning Freedom Place. It was the beginning of what has continued to grow into a beautiful relationship between KUMC and Arrow's Freedom Place.

The first need which Freedom Place presented to

KUMC came in the form of a phone call from executive director Stephanie Thomas. Freedom Place had lost their food preparation staff person, and Stephanie called to express that they were having trouble providing good meals at breakfast. **"We're Methodist," Chris explained. "We know how to do food ministry! I put out the call, and breakfast casseroles just started pouring in. Stephanie would stop by, I'd load her up with however many casseroles she wanted, and she'd take them out to Freedom Place."**

Now Arrow's Freedom Place has become so top-of-mind at the church that staff and members are coming to Chris and the church's Freedom Place team with ideas on how some of their efforts could bless these young girls. One of those ideas was to get residents from Arrow's Freedom Place to help in the church's Feed My Lambs ministry. The group prepares meals, delivers them to low-income residents of a local apartment complex, and spends time praying with them. "It's a collaborative effort," explained Chris. "KUMC organizes it, but lots of churches and community groups take turns delivering the meals. On one

Freedom Place trip, I watched as one of the girls looked up at a guy walking toward her, and she smiled and said, 'Good morning!' And I thought, what resilience that girl just displayed. **That was a simple act, but what Arrow's Freedom Place is offering these girls to restore them, to bring back hope is just so powerful."**

Kingwood UMC continues to support the work at Arrow's Freedom Place with many different ministries and efforts. Their teams have constructed a new deck, painted some rooms, provided meals, and created activities for the girls to enjoy. One of those activities is the Fueled By Faith ministry whose leader is a personal trainer who combines a faith element, spiritual strengthening, and physical exercise. Chris shares, "She went out to Freedom Place the other day, and she said the girls were having such a good time, it just turned into a big dance party!"

Chris summed up Kingwood UMC's heart for serving the residents at Arrow's Freedom Place, "When people read this story, **I would just love for four other churches in the area to say, 'Hey, if they can do that, we can do something too.'** I think that would be beautiful!" -- #TogetherKidsWin



KUMC volunteers rebuilding a deck at Freedom Place

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

Nic Flannery, Executive Risk Manager & Dan Bihn, General Superintendent of Satterfield & Pontikes

FROM DRAB TO FAB IN JUST THREE MONTHS

BUT THE REAL MIRACLE
OF OUR HEADQUARTERS
TOTAL RENOVATION WAS...

EVERY BIT OF IT WAS DONATED!



The new ceiling in our lobby.

From the 98 kites that hang from the ceiling of our new lobby, to the new work spaces and reconfigured offices, our national headquarters in Spring, Texas has been totally updated to a fresh colorful look with a more child and family oriented atmosphere.

It all began when good friend and strong Arrow supporter, Melissa Juneau, introduced Debi Tengler to her friend Ken Newberry of Newberry Architects. Ken had a wonderful idea to raise awareness and funds for Arrow's Freedom Place. Unfortunately, the pandemic hit and the project couldn't move forward. But Ken still wanted to support Arrow and he recognized we had some needs in our headquarters building. Ken in turn, introduced us to Satterfield & Pontikes Construction.

The building's air-conditioning system had become a money pit with all the needed repairs, and fraying carpet was a safety hazard. So in a meeting to discuss Arrow's needs with Laura Pontikes, the primary needs shared were a new air conditioning system, fresh paint, and new carpet.

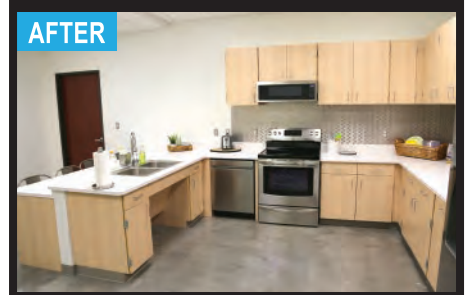
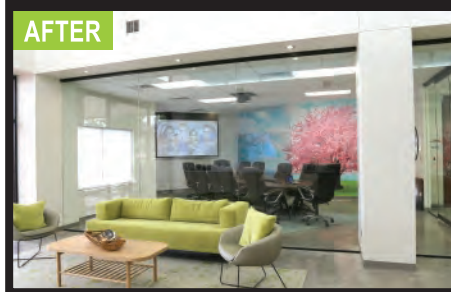
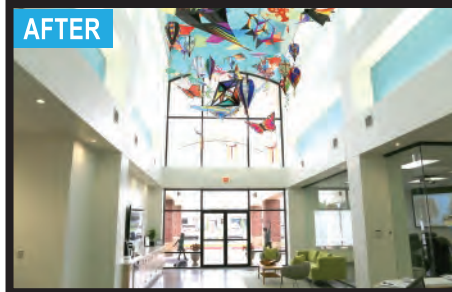
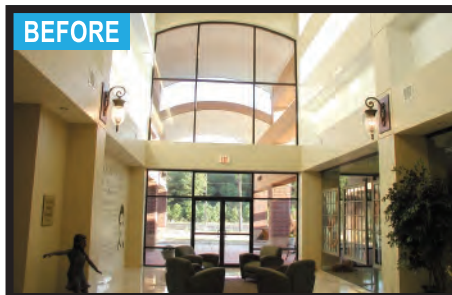
After touring the entire building, and seeing first hand the darkness of the environment, the functional challenges that existed, and the lack of kid and family appeal, Laura came back and shared that they'd be happy to provide a whole new air-conditioning system, but they had some other ideas too. Satterfield & Pontikes proposed to gut most of the existing building, redesign areas to be more open and offer a better use of space, and give everything a

joyful, bright atmosphere.

Just a few days later, an army of subcontractors came to survey the building and catch the vision of what was going away, what was changing, and what was going to be brand new.

Quickly, the architectural plans were ready, the Arrow staff was out of the building, and the demolition began. Over the next few months, more office space was created, new conference rooms were added, and at the very center of the building was something Arrow never had before...a new room for families and staff to use when they need privacy to talk and a place to heal. It has awesome kid appeal, with kid's books, coloring books, crayolas and joy. The bright blue walls are covered with large, white, fluffy feathers that seem to be falling from the sky, and sun rays stretch across the room. It was christened, "Laura's Family Room" in honor of Laura Pontikes' efforts to bless Arrow in such a wonderful way.

At the Grand Reveal celebration, when many of the individuals responsible were present, Arrow CEO Scott Lundy shared, "Thank you so much for everything you guys did. From putting together this incredible team and making all this happen. It has really just been a joy to us. And I believe firmly, that our staff would serve no matter where they were but having this place where our staff can feel really good about...is awesome! And I really appreciate each of you for this incredible gift!"



THESE ARROW HEROES GAVE OUR NATIONAL HEADQUARTERS THIS INCREDIBLE TOTAL MAKEOVER. IT'S BRIGHTER, MORE INVITING, AND IT JUST FEELS LIKE KIDS AND FAMILIES BELONG HERE. WE'LL NEVER BE ABLE TO THANK YOU ENOUGH!

SATTERFIELD & PONTIKES • GEORGE & LAURA PONTIKES • PBK ARCHITECTS • KEN NEWBERRY • LECS, LTD
 WORKSPACE INTERIORS BY OFFICE DEPOT • JERICHO WOODWORKS • DERRY BERRY MECHANICAL • MAREK BROTHERS
 CONCRETE COLOR SYSTEMS • RAVEN MECHANICAL • JARRAR & COMPANY • BAMEX PAINTING • TAG COMMUNICATIONS
 HOUSTON INTERIORS LLC • HOUTEX GLASS • ALLSTATE COMMERCIAL FLOORING • DESIGN SECURITY CONTROLS, LLC
 SPRINT WASTE • SPECTRUM RESOURCE GROUP - HOUSTON DIVISION • TEXAS SAFFIRE • GRECO STRUCTURES
 CFI HOUSTON • EXECUTIVE CLEANING CORPORATION • MYREX • MARTON ROOFING INDUSTRIES
 POET INTERIOR DESIGNS • ATLAS WALLCOVERINGS & INTERIORS • BERTA ART STUDIO • DOORPRO SYSTEM
 J&J FLOORING • LONE STAR FLAGS & FLAGPOLES • MAXCAR PLASTERING • ROLLCON LLC
 RUBINS CUSTOM RUGS • TERI PUGH STUDIOS • JAMES CRAIG FURNISHINGS • BATHS OF AMERICA

A DIVINE APPOINTMENT LEADS TO AN AWARD-WINNING WEBSITE

They were friends in elementary school. They played Little League baseball together; and, they remained close all through high school. But in their late teens, David Hall's friend was being influenced by the "wrong crowd."

"Even though I didn't take part in their activities, I was by no means living a godly life," said David. "A godly friend kept asking me, 'Dave, what's it going to take? What's got to happen? What's going to be your wakeup call?'"

Through a series of poor choices, David's friend was shot and killed. After the funeral, David pulled out the memorial handout and read the poem on the back, written by his friend's sister. The poem concluded with... "If my brother could say one thing to his friends right now, it would be... let this be your wake-up call."

"Right then and there, I gave my heart to God, and at the same time, I made a promise to Him," David shared. "I promised that one day, I would do something that would help at-risk kids. I promised to be part of something that would make a difference in the lives of kids, like my friend, who found themselves on the 'wrong path.'"

For years, David waited for the opportunity to help kids. To do something significant to help change lives, not just write a check to an organization. David shared, "I have always felt like we were on the sideline waiting for the coach to put us in the game. At the beginning of 2019, we, as an organization, made a goal to help kids in some way." It was that small step that led to a divine appointment.

While David and his Palm Marketing team were at a conference in Austin, **God opened the door for David to fulfill his promise.** After their sessions, David and his staff were at a downtown Austin restaurant. Kellee Walker, with her son and mother, sat next to David. Kellee was also in Austin for a completely different conference! After a brief exchange, David explained his company builds websites and helps clients with marketing. Kellee shared that she serves as the Vice President of Texas Programs for Arrow, providing foster care, adoption, and therapeutic services for at-risk kids. And what a coincidence... Arrow needed a new, updated website.



David Hall with the highly talented Palm team

Kellee arranged an initial meeting with Arrow's Marketing and Development team, where David shared his heart's desire to further Arrow's mission of serving at-risk kids. It was there that he made it clear, his company, Palm Marketing would donate the new Arrow website.

After learning of Arrow's needs, David spent time considering different approaches. He even built and scrapped four other functional examples before he was satisfied that Palm had created "The One!"-- a website that was not only easy to navigate, but reflected Arrow's mission with a very bright, colorful, child-centered design. Everyone at Arrow was thrilled with the design, and the Palm team immediately got to work building pages and transferring content to the new site, which went live at the beginning of March. Then in October, David got confirmation that Palm's efforts had indeed created something extraordinary. **One gold medal is good, but Palm Marketing won two of these exceptional awards from the national Davey Awards competition.** One for best Family/Parenting Website, and the other for Best Visual Appeal-Aesthetics!

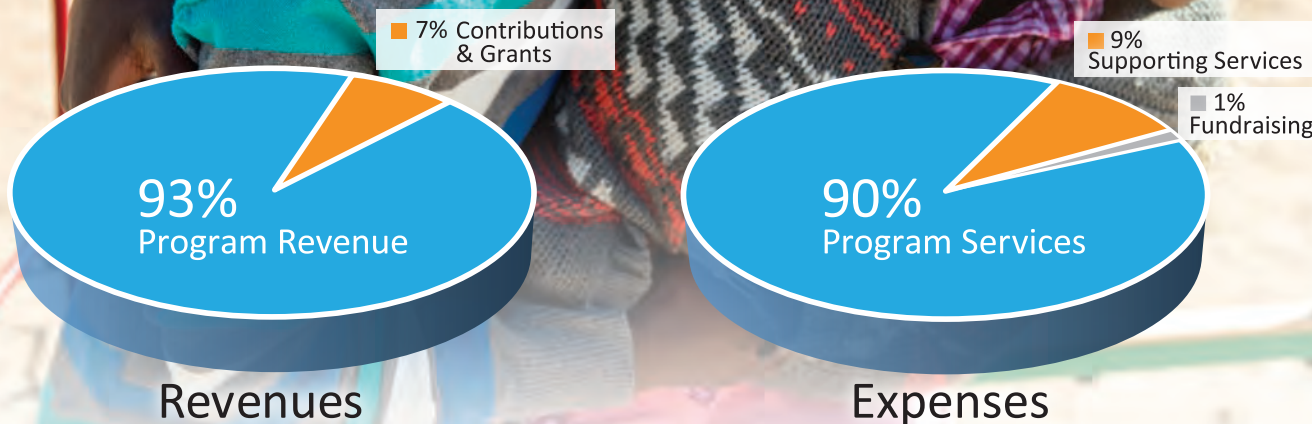
Palm Marketing continues to support Arrow with web services! They even helped procure a \$10,000/month grant for Arrow's Google AdWords account, which they also manage. Arrow continues to receive feedback on the design of our award-winning website. We've even incorporated many of the same design elements into other marketing materials and in the environment of our newly renovated national headquarters.

"Arrow will never write Palm a check. You'll never pay me a dime for anything we ever do," said David. "I shared that when we first met, and that stands today. But this is much more than just something I believe in passionately. **For me, it was about fulfilling a promise I made to God.**"

CHECK IT OUT!

WWW.ARROW.ORG

2020 Arrow Stewardship



Statement of Activities

Year ended June 30, 2020 (in thousands)

REVENUE AND OTHER SUPPORT

Program Revenue	\$36,401
Contributions & Grants	\$2,582
Other Income	\$245

TOTAL REVENUE AND OTHER SUPPORT \$39,228

EXPENSES

Program Services	\$36,238
Supporting Services	\$3,507
Fundraising	\$478

TOTAL EXPENSES \$40,223

CHANGES IN NET ASSETS (\$995)

NET ASSETS, BEGINNING OF YEAR \$4,501

NET ASSETS, END OF YEAR \$3,506

Statement of Financial Position

As of June 30, 2020 (in thousands)

ASSETS

Cash and other current assets	\$6,839
Non-current and other assets	\$11,075

TOTAL ASSETS \$17,914

LIABILITIES AND NET ASSETS

Current Liabilities	\$2,904
Long-Term Liabilities	\$11,504

TOTAL LIABILITIES \$14,408

Net Assets \$3,506

TOTAL LIABILITIES AND NET ASSETS \$17,914



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

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Thank You

(July 1, 2019 - June 30, 2020)

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

Please accept our apologies for any omissions or mistakes.

Hope. We all need it. The children we serve are often bereft, in need of hope as much as safety and security. One acronym for HOPE: Helping Other People Excel. That is what your gifts to Arrow accomplish. Your support helps us give children a home, healing, and hope. Hope is the gift we receive from God and hope is the gift you share with Arrow's children and families. Thank you for providing H-O-P-E to our kids!

Many blessings,

Debi Tengler
Chief Relations Officer

May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope by the power of the Holy Spirit. -- Romans 15:13

* 100 % Club Member

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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.

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Debi Tengler, Chief Relations Officer

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.