

# Putting all the Pieces in Place for Best Possible Outcomes

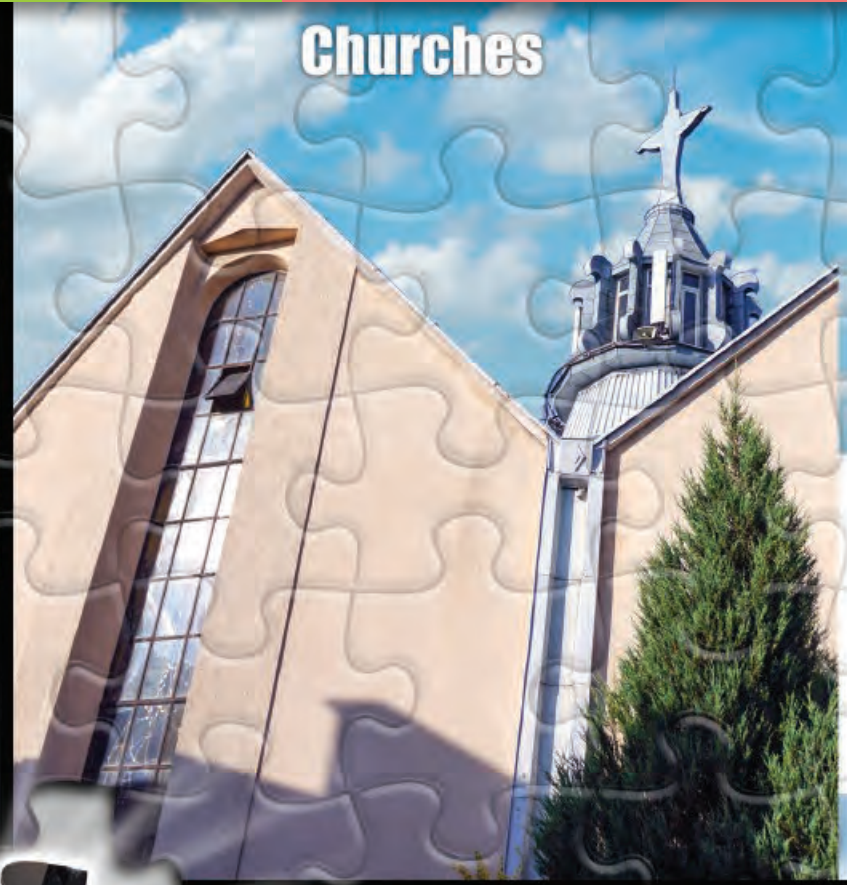


ANNUAL REPORT • 2021

Families



Churches



Government



Arrow





# MY PERSPECTIVE

Scott Lundy, CEO



*“It is not the critic who counts: not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood...who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly...” - Theodore Roosevelt*

I love this quote from President Theodore Roosevelt. Arrow is in the “Arena.” It is the “Arena” in which children who have been abused and neglected heal. It is the “Arena” that is full of Heroes and Warriors. It also is an “Arena” that is heavily criticized, deeply regulated, and greatly misunderstood. Children, our children, are the shock absorbers of society. Especially today, and especially children in foster care. They are facing great challenges from every side. Systems designed to support them are fractured. And many who are called to serve them are abandoning their posts. Arrow is not. In these next pages, you will see and hear of the foster care crisis in Texas (page 3). You will see how Arrow’s incredible staff and families have charged into the battle and met the challenge (page 4), and they have exceeded expectations. You will see medical challenges being met in these young lives (page 5). You will see special education schools expanded to meet behaviorally complex needs (pages 6-7). Additionally, you will hear from a young woman on our team who is a Warrior of the foster care system (pages 8-9). She is a remarkable example of the type of children we serve every day. She states,

***“Give them [children in foster care] a chance, they are only kids.”***

In the following pages, you will see a graph that helps describe the crisis of Texas children in foster care. Children largely between the ages of 11-18 are sleeping two nights or more in a CPS office or in an arranged hotel. In January of 2021, just over 100 children were in this terrible situation. Six months later, in July of 2021, more than 400 children were languishing in this situation. One source told us that while interviewing these kids, now known as Children Without Placement (CWOP), some children asked for a home to go to, and others asked for a family who cares. Arrow is leading the charge to find homes and families that will make room at the dinner table, support these children as they attend school, and help show these kids that hope and safety are within reach.

Recently Jim McIngvale (a.k.a. Mattress Mack), a former foster parent with Arrow and new grandparent to an adopted foster child, said when he heard these statistics,

***“Come on Texas. We can do better than this.”***

Mack is right. It takes all of us. And everyone can do something.

While we serve children across Texas, we also serve children in Maryland with innovative solutions for kids. One of our innovations has been Treatment Foster Care. It is this program that is helping kids transition from institutional care to a more stable, safe, and loving family setting. Treatment Foster Care and Behavioral Health Services are bringing highly trained clinical supports to children and families, including those that were not previously affiliated with Arrow, across multiple states.

Child Welfare is in a crisis, but this is when warriors rise. We are looking for those who will stand up for these kids, their future, and say hope is possible. We are looking for those who are willing to take a teen, a pre-teen, or a sibling group, help them know they are loved and tell them they matter. The struggle is real, the challenge is upon us, and God has called us to step up and take care of HIS children. Are you ready? At Arrow, we are. God has prepared us in the “Arena” for 30 years. He has made us stronger through triumphs and challenges. At Arrow, we are listening, learning, and we are leading. We cannot be their warriors, their defenders, or bring them the hope they need without your continued help and support. You may not be able to bring a teen into your home, but you can do something. Together, nothing is impossible, in fact everything is possible. Join us as we walk alongside kids and families to write a more hopeful future for these children. One day they will thank you. Let’s fight for them together, today. We thank you for your help. And we know that #TogetherKidsWin.

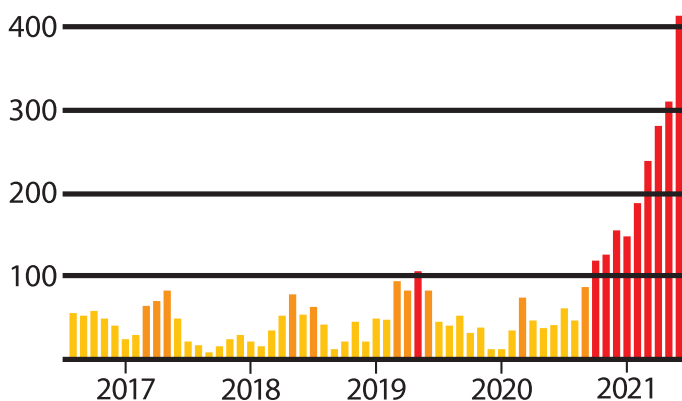
For stronger families,

Scott Lundy, CEO



# THE ONGOING TEXAS FOSTER CARE CRISIS

Greater Restrictions • Heightened Monitoring • Facilities Closing • The Pandemic • Inadequate Funding • Not Enough Families



This monthly chart shows the rise in the number of children without placement (CWOP) in Texas. In July 2021, 415 children spent two or more nights sleeping in DFPS offices.



Without enough capacity in the foster care system, and no alternatives, children without placements are sleeping wherever space can be found.

**A**rrow's solution driven approach to a complex crisis in foster care is bringing hope to hurting children.

The Texas foster care system has been overseen by court-appointed monitors since 2015, the result of a 2011 lawsuit in which U.S. District Judge Janis Jack ruled Texas was violating foster children's constitutional rights to be free from an unreasonable risk of harm, and she mandated reforms to the Texas foster care system.

In 2020, when the pandemic hit, foster care providers struggled to recruit and train foster families willing to open their homes. At the same time, residential treatment centers faced similar struggles retaining qualified staff. Between inadequate funding by the state and increased regulation due to the lawsuit, many residential facilities had to reduce capacity, and some choose to completely close. This year alone, the state lost at least 1,000 beds for children, mostly from facilities.

Scott Lundy, Arrow's CEO, said he has worked in the child welfare system for three decades. He referred to 2020 as the "most challenging year" of his career.

In short, there aren't enough beds to accommodate every child entering the foster care system, and "it's reaching the level of a catastrophe. The capacity crisis we have right now is the worst I've ever seen. It takes a long time to build capacity, but you can lose it overnight," said Scott.

Scott acknowledged some of the residential programs closing, and the capacity crisis in general, is due to the increased regulation and strict oversight following the federal lawsuit. "How do we support these mission driven organizations at taking care of kids better, and better, and better," he said. "Instead of just fining them?"

The graph above shows the growing incidence of children who come into foster care but cannot be immediately placed either with a family or in a residential facility. In July 2021, over 400 children spent two or more nights sleeping in a Texas DFPS office, which is being allowed because there is currently no alternative. This is more than quadruple the previous highest mark set in May of 2019.


For the past several years, Arrow has been at the forefront of providing an alternative known as Treatment Foster Care. It is designed to get "highly traumatized, very complex youth" out of residential centers and psych hospitals, and into highly trained foster homes who are supported by a team of therapist and behavior professionals to provide in-home support for families.

To be part of the program, foster parents undergo extensive training, become members of their clinical team, and one parent must stay home with the child in their care. Treatment foster families are reimbursed at a higher rate, which makes staying home possible.

This fairly new model of foster care has seen some impressive results and could replace the traditional facility model for many children in foster care.

Scott shares, "We've seen the success rate more than double for children in the program, 73% compared to less than 30% for similar children in a residential facility or other institutional environment. There is not a kid's issue, and not a child's trauma, that can't be healed better in a family."

You can help solve the capacity crisis simply by partnering with Arrow's recruitment team to find more foster families. Reach out to [HelpingKids@Arrow.org](mailto:HelpingKids@Arrow.org) to get connected!



# EXCEPT FOR ARROW: KIDS IN OVER 150 FOSTER HOMES WOULD HAVE BEEN SLEEPING IN CPS OFFICES

“E xtraordinary circumstances demand extraordinary efforts,” said Debi Tengler, Chief Relations Officer. This year, the challenges have risen, but Arrow teams and families have met the challenge with safety and stability.

With the ongoing lawsuit involving Texas foster care, many foster agencies have been placed on “heightened monitoring.” This comes with stricter oversight by the Texas Department of Family and Protective Services (DFPS), and increased and unannounced visits by the heightened monitoring DFPS team. Agencies on heightened monitoring are now required to go through the DFPS chain of command for permission before they can even place a child in one of their foster homes.

Unfortunately, smaller child placing agencies are finding it more and more difficult to continue operating, let alone expand capacity to accommodate children without placements. Even national agencies operating in Texas are being impacted. One of those agencies was Benchmark Family Services (Benchmark), based in New Carlisle, Ohio.

Benchmark decided the foster care environment in Texas, from a business perspective, was too much of a burden and decided to rapidly and completely pull out of Texas. After engaging in talks with Arrow and DFPS, to minimize the potential negative impact on the kids in their care, it was mutually agreed Benchmark families would transition to Arrow. All the required paperwork, background checks, interviews and training that had to take place for the more than 150 families was going to be a monumental task. Additionally, Benchmark’s 30-day deadline seemed impossible since the process typically takes 90-days.

“Had we not stepped in and done this,” explained Carolyn Bishop, Vice President of Texas Programs, “a lot of children would have been without a placement. And at last count, there were about 500 kids in Texas, with an average age of 15, who were sleeping in offices and make-shift facilities. We were not to going allow these kids to endure that kind of additional trauma in their lives. We knew it was only by sheer determination we were going to get this done, and we were going to do it well.”

Carolyn organized available staff from all over Texas to begin the daunting task. “We held very specific trainings for them,” shared Carolyn. “Even though these were licensed foster families, we had to train them on Arrow standards and expectations to meet our safety and stability measures, which exceed state and national averages.”

“We had to conduct in-depth, comprehensive interviews with the foster parents and any household members at their residence,” explained Carolyn. “We screen their references, collect medical histories, run criminal background checks, we search through the FBI and central registry of abuse and neglect. Our home screener does a full inspection and evaluation of the home for cleanliness and any safety concerns. Then it takes about two weeks to write up this significant report. We panel a team to review the home study, making sure we’ve captured everything we need and determine if we want to move forward with the family. A solid home study typically takes three to four weeks. We had 30 days to complete over 100 home studies.”

The former Benchmark families we chose to work with became part of our teams in cities where Arrow has offices. But there were many families in McAllen, in far south Texas, and in San Antonio where Arrow didn’t currently have offices.

“In McAllen, we made offers to several of the former Benchmark staff and we subleased their office space,” said Carolyn. “So we now have an Arrow office in McAllen. We also hired staff in San Antonio to serve our new families there. We’re hoping to find suitable office space there soon since we have additional new families in training and our San Antonio office will grow quickly!”

“One of the biggest blessings to come from this was keeping all of these kids in their foster homes, which they consider family. Another blessing was watching our staff grow stronger, and accomplish more than they thought possible. The teamwork, the personal sacrifice, the grace that was extended was inspiring. One of our staff said the benefit of keeping kids in homes, and the professional growth everyone experienced, far outweighed the stress and the challenges they had to overcome.”

#TogetherKidsWin

# ARROW HEALTH SOLUTIONS

## EXPERIENCES 222% GROWTH THROUGH STRATEGIC PARTNERSHIP



**M**any times when a child in foster care is to be released from a hospital, medical equipment must already be at home before their discharge is allowed. Unfortunately, typical medical equipment companies don't stock the more expensive, very specialized equipment. Instead, they place an order with the manufacturer when the child is scheduled for discharge.

It can take two to three weeks to build the specialized equipment. Then it takes another week for shipping. This causes a delay in the child's recovery at home of three or four weeks! The insurance company is stuck with the cost of the extended hospital stay, and the foster family is unnecessarily inconvenienced, all because medical equipment wasn't readily available. Most importantly, the child is put at greater risk of infection and added trauma.

Arrow Health Solutions (AHS), a division of Arrow Child & Family Ministries, was specifically created to ensure foster children with primary medical needs can get the medical equipment and supplies they need at home, when they need it.

"Arrow Health Solutions is not the traditional business model of a Durable Medical Equipment (DME) company," said Jon Mark McMullen, VP of Arrow Health Solutions. "Typically, DME's invest in salespeople who go out and sell, sell, sell."

"Instead, our focus is making sure kids and families are served well, and we've invested in point-of-care specialists. Their job is to go out into the field and serve, serve, serve. This is done through delivery and setup of equipment, trainings, education, support and advocating for foster families. Together, children with primary medical needs in Texas foster care are getting the absolute best care possible."

In February 2021, recognizing Arrow's expertise and unique experience in serving Texas foster families since 1992, Superior HealthPlan (Superior) entered into a partnership with AHS to be the "preferred provider" of durable medical equipment for all children in foster care in the Texas Department of Family and Protective Services - Region Six (greater Houston Area).

Over the next six months, the number of enrolled AHS members grew from 53 kids to 118! Superior not only recognized the higher level of service AHS provided,

they saw hospital costs dramatically decrease since AHS was able to facilitate quicker hospital discharges. These measures resulted in Superior asking AHS to be their preferred provider in two more TDFPS regions, with possible expansion to the whole state of Texas.

"To deal with our rapid growth, Arrow Health Solutions has moved into our own office and warehouse facility," said McMullen. "With this new warehouse space, our current space in Dallas, and plans for other strategic locations, we're able to stock inventory to allow us to rapidly serve members."

At the beginning of the COVID-19 pandemic, AHS also expanded their Respiratory Division, serving children who are dependent on ventilators. McMullen shared, "we were able to obtain ventilators and supplies at a very trying time when demand for those items were at historic levels due to the pandemic. This allowed us to meet the needs of the children who require the most complex care."

"We are able to apply laser focus on a population that has been neglected within the DME industry," explains McMullen. "In addition to meeting the immediate needs of our families, AHS makes sure they know all the benefits to which they are entitled. We walk them through the process of obtaining those benefits, and when needed, we'll get on the phone and advocate for our families. Our goal is to provide a level of support to foster families that stretches beyond durable medical equipment. That's our heart. We want to come in, wrap around them, and serve them with excellence any way we can."



New AHS warehouse/office space in North Houston.



## NEW HIGH INTENSITY GROUP HOME

CREATES OPPORTUNITIES FOR FOSTER YOUTH  
TO REACH A HIGHER LEVEL OF SUCCESS



**A** rrow's operations expanded to Maryland in 1996 to meet a perceived need for diagnostic services for youth entering foster care. The Arrow Diagnostic Center was a 90-day residential program with a structured, home-like environment where boys and girls, ages 12 through 18, would receive a complete health, psychological and educational evaluation. The resulting assessment was then used for placement, therapeutic treatment, and education planning as the child entered foster care.

“What we found was that most of the kids who were being referred to us needed more time to heal, to learn new skills, and to be prepared to move from a residential setting into family settings,” explained Rob Basler, Associate Vice President. “More than half the kids stayed longer than the 90 days the program was designed for. In some cases, kids stayed for over a year. The best solution for these kids was sought and change was implemented to focus on preparing them to successfully live in a family home setting.”

The Arrow Diagnostic Center was transformed into Arrow's Ascension Place. The new program provides critical stabilization and treatment services for children in the midst of crisis. Designed as a high intensity group home, Arrow's Ascension Place serves children ages 12-17, who need a more intensive residential intervention that is focused on time-limited treatment and meeting permanency goals.

“These are kids who have been living in the foster care system, and have histories of not being successful in other placements,” shared Rob. “These are kids who often have disrupted from foster homes, have not been successful in less restrictive group settings, and need a high level of supervision while getting their clinical needs met. At Ascension Place, they get the structure and supervision they need, along with individual, group, and family counseling. One of the things that is really helpful is we have a fully certified school on campus. So they can continue their high school education by earning credits, and get all the additional therapeutic supports that aren't available in a community high school.”

There's no limit to how long a youth can stay at Arrow's Ascension Place, but the average stay is only about six months before kids are ready to go to a family setting. The success is due to a unified team approach to treatment that involves residential counselors who work daily with the kids, social workers and licensed therapists, a case management team, behavior support staff and an education team. “We want to take the time necessary to get a youth ready to move on,” said Rob. “But we don't want kids living long-term in a group setting. Kids deserve to be in families, and that's our goal for each of the kids at Ascension Place!”



*Dona and Marcus Thomas with Arrow's Waco office welcomed their 100th foster placement into their home this year. Even though Marcus is 75 years old, and Dona is 68 years old, they've never let their age get in the way of loving on kids who need them.*

# EVOLVING TO MEET NEEDS



## ASCENSION PLACE SCHOOL SERVING RESIDENTS OF ARROW'S ASCENSION PLACE GROUP HOME

**W**ith our Diagnostic Center transitioning to Arrow's Ascension Place high intensity group home, our Type III school required a major overhaul to meet the needs of youth receiving longer term therapeutic services. The goal is to prepare youth to be able to go back into the community, to their homes, their families and their schools.

"Our Type III school was designed to simply keep youth engaged in education during their 60 to 90-day stay at the Diagnostic Center," said Sue Barnes-McLendon, Arrow's Associate Vice President. "But since the state didn't allow us to award education credits, teachers didn't need to be certified in areas like math, English, and social studies. Although students were learning, their efforts weren't showing up on a transcript and they weren't moving toward graduation. Our new Ascension Place School is changing all that and more."

"Youth living at Arrow's Ascension Place are definitely working toward graduation. We're making sure they're getting the same standard of instruction from certified teachers in all of their core subjects. At some point, we will have youth who graduate from Ascension Place School, where that was never possible at the Type III school. With the addition of a licensed clinician and behavioral staff to the Ascension Place School team, we're able to strategically lay out a path for each student to transition back to their community school environment."

Some of the physical structure of the school has also changed with classrooms being closer to each other, giving it the "feel" of a more traditional school setting. Sue explained, "the kids said it feels like a 'real' school. When they got their schedules, they were comparing with their friends to see which teacher each had to see if they were in the same classes. It just felt more like what you would expect at the beginning of a school year."

By adding a gym teacher and an art teacher, along with traditional school features like a library, a resource room where students can receive additional support, and calming areas for self-regulation, the school is not just supporting Arrow's Ascension Place with education services. It has become a vital part of the therapy that is transforming kids' lives.

## TANGRAM EXPANDS TO MEET COMMUNITY DEMAND

**T**angram's reputation for being a premier resource for autism services created such a high demand, the school simply couldn't accommodate all the families wanting to place their child in the program.

"We wanted to be able to meet those needs. We didn't want to have to turn away any of the families that wanted access to our program," said Sue Barnes-McLendon, Arrow's Associate Vice President. "Even during the pandemic, we had parents wanting their child at Tangram, but we just didn't have the needed space or the additional personnel in place."

Tangram leased additional space in the same office complex to not only add two larger classrooms, but enough space to duplicate many of the resources currently available in their original space.

"The new facility also has vocational areas where students can work on skills they will need as a young adult and beyond," shared Sue. "We have an 'apartment' setting where older students learn independent living skills. For our school, which serves students up to age 21, we were able to incorporate an area just for them where during some of their down time, they can choose their own activity and spend some quiet time to relax. The new facility also features behavioral support areas and treatment rooms for speech and occupational therapy.

"We're excited to now have the ability to meet the needs of more families that come to us for help in preparing their children for a hopeful and productive independent future!"



Shay Hart and her "mom" Geraldine

## THE ORDAINED JOURNEY OF SHAY HART

ABANDONED AT THREE, 15 YEARS IN FOSTER CARE, NOW WORKING ON AN MBA WHILE MAKING A DIFFERENCE AT ARROW'S NATIONAL HEADQUARTERS

**S**ixteen years old, pregnant and in foster care, Shay Hart's birth mother was struggling to keep things together. There was a semblance of a plan when she left 3 year old Shay with friends, but regardless of her plan, she never came back.

Shay soon entered foster care herself. God clearly had his hand on Shay from the beginning when Child Protective Services placed Shay with the same foster mom who had fostered Shay's birth mom. Geraldine's son is 22 years older than Shay and had his own home, so Shay and Geraldine had the place to themselves.

*"It's always been just me and my mom since I was 3 years old,"* shared Shay. *"And we've been through a lot together."*

Geraldine had to go on social security for disability after breaking her back in an elevator accident and finances were pretty tight. The type of foster care Shay was placed in required her birth mom to pay child support, but that never happened. Shay said, *"With our very, very limited funds, we were always trying to make more out of less."*

*"When I was younger, and needed school clothes, I became the Candy Lady,"* explained Shay. *"I sold candy and juices and pickles and chips and Frito pies and cool cups so I could pay for all my school clothes."*

Shay found her identity in school where she outpaced her peers. *"My mom was very, very adamant on not letting your circumstances shape who you are, and she's a big advocate on education. I've always been good at school...it was my happy place. When I first arrived at school, they wanted me to skip three grades because I had really, really high test scores. But my mom didn't want it to be socially awkward for me, so instead, they put me in 'gifted and talented classes' at my own grade level. From*

*fifth grade up to high school, I went to an engineering day school. I liked the math and science behind engineering, but I decided I didn't want to become an engineer."*

Shay got a different perspective of foster care from one of her school friends, but his experience wasn't as stable as Shay's. He was moved often, spent time in group homes, and had to change schools. All of which added to his trauma and ability to cope. At 17 years-old he dropped out of school and ran away. Hearing about her friend's struggles in the foster care system, Shay realized her experience was very different. The entire time she was in foster care a social worker never visited. Shay said, *"I count that as a blessing from God. I grew up in a stable home, no moves, and from three years old, that was my mom."*

When Shay was 14 years old she was getting picked on at school. That's when she came to the conclusion that she was just not lovable. At this time she started testing her relationship with her mom.

*"I just felt like nobody could love me,"* shared Shay. *"I thought if the one who gave me life didn't come back for me, there's no possibility this lady, who is not a blood relation, can love me like she says. I decided, 'okay, let's see if you actually love me.' And that's when I started acting out."*

The atmosphere in the house was a little tense when one day Shay's mom tried to explain, *"I love you because I love you. Not because I have to love you."* Not grasping what her mom was trying to convey, Shay began crying and responded, *"Well then don't love me!"* Her mom responded in frustration, *"Go hug yourself!"* It shocked Shay, it was as if she had been cursed at. A few weeks later they began counseling.

The major turning point in their relationship was when, at 16 years old, Shay got a job. At first, Geraldine drove Shay to work and picked her up after her shift was over. Shay wanted to experience a little more independence...after all she had a job! So her mom began driving Shay to a Metro bus stop, where they waited for the bus to pick her up, and then Geraldine returned and waited for Shay to ride the bus back after her shift.

*"My mom is an early bird, so she gets up super early,"* explained Shay. *"And I used to get off late after my shift. By the time we drove home, it was really late for her. Every single night she waited at the bus stop for me, no matter how tired she was. At that point I realized she was going out of her way for me."*



*"I think that was when the light bulb went off," said Shay. "Wow, she cares! Not only does she care, she really loves me! I could have walked to the bus stop, but the fact that she would literally sit there until the bus came to pick me up, and literally sit there until the bus brought me back...wow, in my head, she didn't have to do that."*

As most teenagers and mothers do, Shay and her mom had different ideas about what clothes were "ugly" and what was "cool." So to encourage Shay's sense of responsibility, Geraldine told Shay she could use the money she was making to buy the "cool" clothes she want for school.

As much as Shay loved and truly appreciated her mom, when Shay turned 18, she moved into her own apartment to begin her young adult life. She continued her education in college and landed "pretty lucrative job" as a debt collector. She also decided she wanted to learn more about who she was and where she came from. But since she hadn't seen her birth mother in 15 years, all she had to go on was her name. Shay finally found her on Facebook. Her birth mother still lived in Houston...but Shay was hesitant to reach out.

*"I didn't know why she left me," Shay said. "I didn't know why she didn't want to find me. When I was younger, I thought maybe she left because of me. Maybe it was my fault. I had no animosity toward her. I just wanted to know more about who I was. So I messaged her and waited."*

When Shay's birth mother made contact, her life quickly expanded. She had a brother who was in high school and he was in kinship foster care with his paternal grandmother. It took longer to find her sister, but Shay made contact on her sister's 16th birthday. *"I was so giddy!"* shared Shay. *"After growing up as an only child, I suddenly had a brother and sister!"*

Shay's sister's experience in foster care was more like the experience of her high school friend, rather than the stable home-life she enjoyed. In her new role as a big sister, Shay begin mentoring her younger sister, teaching her how to drive and helping her get her first apartment. But Shay was seeing common struggles between herself, her siblings, and her other friends in foster care.

*"All of us had feelings like we didn't belong,"* Shay explained. *"We felt like we weren't enough. We didn't fit in. None of us wanted to disappoint the people that were trying to help us. Even with my mom giving me as much love and patience and tenderness as she possibly could, I still didn't feel like I belonged, like I wasn't measuring up."*

*"I don't think I know any foster child who wants to be in foster care...but I do know a lot of foster children who feel like it's their fault,"* explained Shay. *"What foster parents need to understand is, what they may consider bad behavior...is just the child's reaction to the trauma they've experienced. Not all bad behavior stems from being a bad person."*

*"Foster parents need to open a pathway of understanding. They need to help the child understand, it's not their fault. They need to work toward rebuilding the child's ability to trust. Foster kids have all kinds of questions. Help them understand as much as you can...it's okay to say, 'I don't know."*

*"These kids need to know they are lovable...so show them you love them. Especially when things get hard. Even when you know they're eventually going back home...love them like their parents should have loved them. It makes all the difference in the world."*

When Shay graduated from college, her goal was to "make a lot of money." Even though her debt collecting job fit in that category, she realized it just wasn't fulfilling. Shay said, *"That's when I realized working wasn't just about money. My job was lucrative, but it wasn't where my heart was. I wanted to add value to people's lives, not add value to corporate pockets."*

Shay had a friend who studied social work in college and had been working for Benchmark Family Services in Houston. But when the organization quickly pulled out of Texas, her friend begin working for Arrow Child & Family Ministries.

After several conversations about what was on Shay's heart, her friend told her, *"You know what I think? I think you might find happiness here."*

After doing some research on Arrow, Shay told her friend, *"I think you might be right."*

Shay applied for a position in Arrow's accounting department. Even though her qualifications weren't a match, Arrow's Director of Finance, Candis Sykes saw several things on Shay's resume that seemed like a fit for an open position in Arrow's Development & Marketing Department.

With Shay's heart for serving others, and her unique perspective on foster care, it was evident God's hand was directing Shay's path to Arrow. We are excited to share she is now the Community Relations Coordinator at Arrow's national headquarters. Besides adding value to peoples lives at Arrow, Shay is continuing to work on her MBA at Rice University.

After just a couple of months into her new career path with Arrow, Shay shares, *"I went to a foster parent recruitment event a few days ago and it brought me to tears. Arrow puts so much time and thought into preparing these families so they can be the support and stability for these children in foster care. It speaks volumes because it shows how much Arrow is invested in cultivating the relationship between foster families and foster children. My journey to Arrow was definitely divinely orchestrated...definitely."*



Geraldine, her son, and young Shay



# Together...we're impacting over 4,000 lives each year!

## Foster Care

*Children Served: 1,526*  
*Foster Families Serving: 979*  
*New Families Licensed: 350*



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

## Adoptions

*Adoptions Consummated: 186*



For children in the foster care system whose birth parents have had their rights terminated by the courts, we match families with the child, and facilitate their adoption.

## Behavioral Health Services

*Children Served: 308*



Traumatized children rely on survival skills to get needs met, which often results in episodes of acting out. We provide caregivers and children with new coping skills.

## Psychiatric Rehabilitation Program

*Families Served: 97*



Our community-based, in-home program gives youth, ages 5-17 access to our proven therapeutic services to improve the health and stability of struggling families.

## Diagnostic Center / Arrow's Ascension Place

*Adolescents Served: 102*



The Diagnostic Center transitioned to Ascension Place, our new high intensity group home for youth 12 through 17 who need a more intensive residential intervention.

## Transitional Living - Arrow's Crossroads Community

*Residents Served: 29*



Our residential program ensures the future success of young women in foster care (13-21 yrs) as they transition to independent living by providing support and life skills training.

## Child Sex Trafficking Recovery - Arrow's Freedom Place

*Girls Served: 44*



Our comprehensive, long-term care and recovery residential program provides a successful path to freedom for children who have suffered commercial sexual exploitation.

## Arrow Health Solutions

*Children Served: 191*



Arrow Health Solutions was created to provide durable medical equipment and medical supplies to Texas foster families, and to financially support all of these other Arrow programs.

## The Arrow Center for Education

*Total Students Served: 226*

### Cromwell Bridge / Grades 6-12



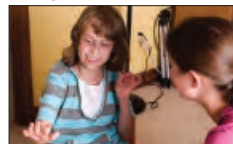
Our private, nonpublic, special education day school focuses on readiness for public school, college, and/or careers for students with emotional disabilities, autism, and intellectual disabilities.

### Type III School / Ascension Place School - Grades 7-12



Our Type III school transitioned to Ascension Place School - a Type I, general education/special education school for youth at Arrow's Ascension Place high intensity group home.

### Tangram - Grades 3-12



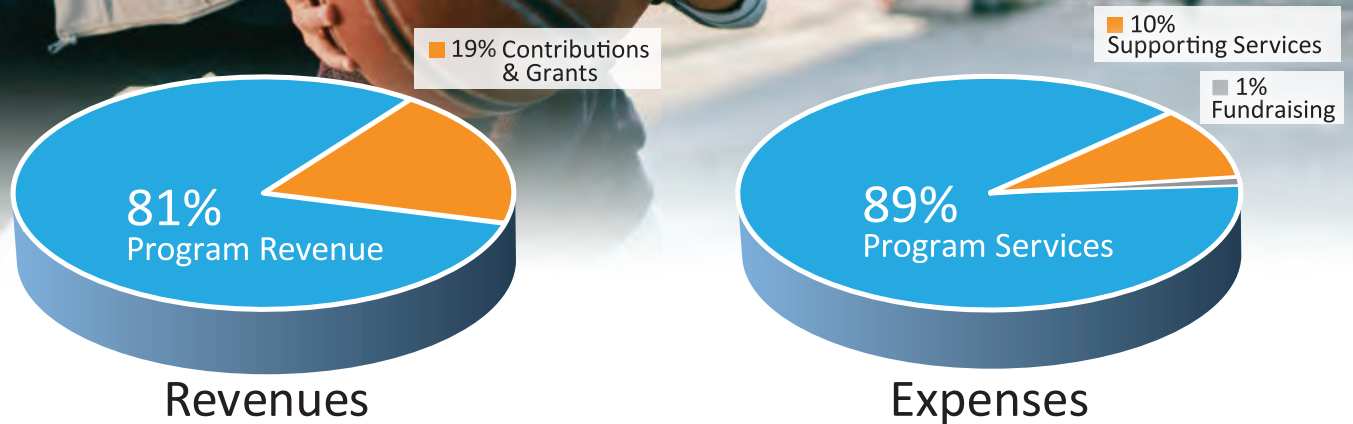
Tangram is a private, nonpublic special education day school that addresses the learning, communication, functional, and vocational needs of students with intensive autism.

### Riverside - Grades 4-12



Our private, nonpublic, special education day school focuses on readiness for public school, college, and/or careers for students with emotional disabilities, autism, and intellectual disabilities.

# 2021 Arrow Stewardship



## Statement of Activities

Year ended June 30, 2021 (in thousands)

### REVENUE AND OTHER SUPPORT

|                        |          |
|------------------------|----------|
| Program Revenue        | \$39,880 |
| Contributions & Grants | \$9,008  |
| Other Income           | \$388    |

**TOTAL REVENUE AND OTHER SUPPORT** \$49,276

### EXPENSES

|                     |          |
|---------------------|----------|
| Program Services    | \$37,875 |
| Supporting Services | \$4,285  |
| Fundraising         | \$454    |

**TOTAL EXPENSES** \$42,614

**CHANGES IN NET ASSETS** \$6,662

**NET ASSETS, BEGINNING OF YEAR** \$3,506

**NET ASSETS, END OF YEAR** \$10,169

## Statement of Financial Position

As of June 30, 2021 (in thousands)

### ASSETS

|                               |          |
|-------------------------------|----------|
| Cash and other current assets | \$9,700  |
| Non-current and other assets  | \$11,016 |

**TOTAL ASSETS** \$20,716

### LIABILITIES AND NET ASSETS

|                       |         |
|-----------------------|---------|
| Current Liabilities   | \$3,819 |
| Long-Term Liabilities | \$6,728 |

**TOTAL LIABILITIES** \$10,547

Net Assets \$10,169

**TOTAL LIABILITIES AND NET ASSETS** \$20,716



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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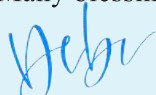
(July 1, 2020 - June 30, 2021)

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.

**Executive Leadership**

- Scott Lundy**, Chief Executive Officer  
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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.