

Aging Out of Foster Care:  
A Solution for Northern Arizona Dream Center

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## Introduction

At the young age of eighteen, Sarah\* aged out of the foster care system. At the age of two, Sarah had been removed from her abusive household and spent the next sixteen years of her life being tossed between her biological family, foster homes, and group homes. When her eighteenth birthday came, she moved out on her own. With nowhere to go and no one to turn to, Sarah began living out of her car. At the same time, she applied to go to the local community college. Sarah qualified for many state loans, but without a stable support system, she took the school loans blindly. Instead of investing in school, she spent the money and dropped out of college, all before the first semester was over.

Fast forward eighteen months, Sarah is almost twenty years old. She lives in an apartment, just bought a new car, holds stable employment, and is actively paying off her student loans. Just a few months from now, Sarah will be ready to apply for her own apartment and be a self-sustaining and responsible individual. Her caseworker praises Sarah as being "the star of her clients" (Cool). Of this caseworker's thirty cases, Sarah is doing the best out of all of them. The difference between the statistics and Sarah's story has been influenced by Northern Arizona Dream Center's (NAZDC) affordable housing and accountability program. More than just a program, NAZDC pairs residents with vetted mentors to build a relationship, instill life skills, and encourage responsible life choices.

Like most young adults aging out of foster care, Sarah faced many obstacles and traumatic experiences before she turned eighteen. According to the National Fostered Youth Institute, about twenty-three thousand young adults age out of foster care annually. Immediately upon

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\* For the safety and dignity of NAZDC residents, their real names have been replaced with pseudonyms.

aging out, twenty percent become homeless, and statistics show that most young adults aging out of foster care are dealing with mental illness, such as Post-traumatic Stress Disorder (PTSD) or some form of substance abuse (Gaille). In addition to dealing with homelessness and mental illness, young adults are facing the world with little to no support. On average, if a child is not reunified with their biological family or adopted by a foster family, they will experience upwards of three or more placements (Gaille). Not only are these young adults facing homelessness, but they face having to learn the foundational skills needed to be a responsible adult without guidance or space to make mistakes without grave error. The grave situation facing these young people is that less than three percent will ever go to college, and one in two will ever find gainful employment (Gaille). The stark reality is that there is a population of young adults that are not being taught life skills, like money management or personal hygiene, or being invested in personally.

Young people aging out of foster care have a better chance of living successful adult lives if they are equipped with the ability to take care of themselves and their assets so that they can succeed through the obstacles of life. Thus, it is of the utmost importance that transitional programs combine housing assistance with life management education and with integration into a support network to assist them in the transition. Based on field research done in Northern Arizona, this thesis will explore the rationale behind this approach, and propose a contextualized strategy for the Northern Arizona Dream Center (NAZDC), a program that serves young women aging out of foster care in Northern Arizona. The program outlined at the end will be implemented upon completion of this thesis.

**Reflexive Section**

When I was twenty-two, my parents took in two foster girls. In the beginning, it was easy to make the judgment that the mom was inadequate and irresponsible for making the choices that she did. Through this process, I have learned that the story is not as simple as a mom who could not make good choices. The reality is that the mom, whom I will call Cindy, was also a product of the foster care system. Cindy was abandoned in her early teenage years and had many placements before she aged out at eighteen. She had her first child at the age of sixteen and her second at the age of nineteen. The father of both children was abusive and manipulative. When you see the two girls and know nothing of their family story, it's easy to pass judgment. When you understand the background, it's harder to judge Cindy for her choices. Today, Cindy is one year sober and holds a steady job, demonstrating that she is working very hard to reestablish her life. However, Cindy is unable to make the necessary final steps of affording stable housing and transportation due to her criminal background. When asked what her plan was to acquire her own residence and a car, she replied that she didn't have one.

Though my heart is connected to foster care through the kids, the desire to develop this program comes out of knowing Cindy's story. Everyone has the right to make their own decisions, thus, their decisions cannot be controlled. Cindy had, and still has, many odds stacked against her. However, thousands of young adults are coming out of similar situations. If there is a way to help prevent another person from having Cindy's story, then I want to try. Everyone, no matter how life started for them or the choices they have made, has the right to pursue a fulfilling life. They just need access to the tools and the encouragement to try.

## **The Program**

Northern Arizona Dream Center (NAZDC) is a ministry of Another Journey. Another Journey is the parent organization and provides the 501(c)(3), tax-exempt status for NAZDC. NAZDC is based in Prescott, Arizona, and services the northern Arizona region. It is a housing program that prevents homelessness in young adults who are aging out of foster care. Over the past decade, co-founders Alisa Cool and Amy Henwood have had varying experiences through their real-estate company, Journey Real Estate, with young adults seeking housing.

In 2010, Cool and Henwood were renting to a tenant who was male, eighteen years old and had recently aged out of foster care. Cool recounted that when the lease was initially signed, a Department of Child Safety (DCS) officer assisted in the process and provided the finances for the rental deposit. Upon routine inspections, Cool and Henwood discovered that said resident was living in an apartment with nothing but a mattress, a few blankets, clothes, and an empty refrigerator. Heartbroken for this young man, Cool and Henwood started researching and dreaming about a better option for young adults aging out of foster care. When asked why they started this project, Cool shared that they were motivated by former President Jimmy Carter, who said, "We have a moral responsibility to prepare young people leaving foster care for their journey into adulthood. Our communities must commit themselves to a common goal of helping these young people to become whole adults who can fulfill their potential and build bright and promising futures" ("Our Story").

After receiving their tax-exempt status, they started fundraising in 2017 and were able to open their first location in the summer of 2018. Their first house is a rented unit that consists of three bedrooms and two bathrooms. As of 2020, NAZDC has had seven residents, three of whom are currently in the program. There is a hired house parent who lives on-site and is responsible

for monitoring daily activities and maintaining house expectations. Most recently, they have hired a part-time Program Director to oversee the development of the program. There is a skeletal program in place, but the structured program proposed is slated to be implemented upon the completion of this thesis.

The program at NAZDC is a mentorship program based on the development of relationships. Ideally, NAZDC residents will complete the curriculum in twelve to eighteen months, over which the focus is on personal health, life skills, and ownership of one's life. By pairing residents with a mentor, the course of the program is uniquely tailored to each resident, meeting their individual needs while still passing on the necessary skills for success. In addition to their mentors, residents have access to housing at a reduced rate, dedicated house parents, group activities, and the chance to develop dreams outside of low-income jobs and incarceration.

Furthermore, residents will establish a relationship with their mentor that would last beyond the confines of our program, ensuring that they have access to a support system long into adulthood. Residents are required to work, volunteer, or attend school for a minimum of thirty hours a week. Within the house, residents are required to maintain cleanliness and orderliness daily through household chores. These chores include, but are not limited to: cleaning the bathroom, doing their dishes, and laundry. Once a week, residents are required to attend a group class, usually based on cooking, baking, or something artsy, such as decorating a room. For example, when the topic is cooking or baking, it is generally done around dinner time to create a "family dinner" experience.

Twice a month, residents meet with their assigned mentor. These mentor meetings are designed to build a relationship, but also opportunities to teach life skills. For example, a resident will meet with their mentors, preferably over coffee or something casual. During this meeting,

topics of discussion can be anything from social to educational. After discussing what is new, the mentor would take some time to teach a life skill, such as opening a bank account or creating a personal budget. Being a faith-based organization, spiritual growth is a priority, but only if the resident is open to it. However, NAZDC requires that residents attend a local church or church event at least three times a month. These events can be a traditional church service or a small faith-based group. Finally, every month, residents meet with Project Director to review the prior month with the resident, clear the resident for the next month, and enact program disciplinary policies if necessary.

*My Involvement.* Currently, I am working for Northern Arizona Dream Center (NAZDC) as the Program Director. The goal for the residents is that they will reach a state of self-sufficiency, remain involved in a community that encourages their integrity, and that they become positive influences in their community (Cool). To create a program that helps residents achieve these goals, I am proposing the team at NAZDC implement this thesis as our program. NAZDC currently offers "housing with accountability" to girls eighteen years and older who have recently aged out of foster care. Affordable housing is provided with the expectation that residents will either attend college courses or work thirty hours a week, meet with their mentors, and meet other household expectations.

Sarah, who was in the program for over eighteen months, developed essential life skills, as well as a renewed sense of self-efficacy. During her time with NAZDC, she has attended monthly meetings with her mentor, attended health classes, and had a one-on-one budget building session. Sarah is months away from graduating and is in the final stages of acquiring a lease for her own apartment. Mandy, the first graduate, was in the program for ten months. Though she left before the staff felt she was fully prepared, Mandy has managed well for herself,



as she has maintained her own housing and held steady employment since her exit. In an interview, she shared that, "I wouldn't be where I am today without this program, and for that, I am incredibly grateful" (Mandy's Story). At this point, the program is heavily reliant on mentor involvement and relationship building. I am optimistic that the implementation of this program will result in more profound healing and preparedness for lifelong success.

### **Current State of the Foster Care System**

In the United States, nearly twenty-three thousand children age out of foster care every year. Instantly, upon aging out, twenty percent become homeless, seventy percent get pregnant by the age of twenty-one, and less than three percent will hold a college degree (Gaille). Not only are these young adults ill-prepared for life, but the years of being a part of the system have produced a mindset and expectation of entitlement. Within most healthy, functional families, children are taught fundamental life skills as well as life values, such as work, responsibility, and self-sufficiency. After an extended amount of time in the foster care system, these young adults often lack the motivation to support themselves by finding jobs or safe housing. Instead of taking the first steps into adulthood, aged out children will sit back, expecting welfare support and government hand-outs. To know how to empower these young adults best, it is crucial to understand foster care and the influence that trauma and temporary care have on the development of children.

Every child's experience with foster care is different, but the circumstances that resulted in them ending up in foster care are similar. The most common reasons are abuse and neglect, inability to provide, and substance abuse. One of the more common reasons children are removed from their families are for abuse and neglect (Guisherd-Pine). In subsequent paragraphs, we will unpack more specific causes of neglect, but it is noteworthy to acknowledge

the connection between abuse and neglect with substance abuse. Abuse is an obvious reason for removing a child from their home. However, there are documented cases of children being removed from parental care due to neglect. In one documented case study, two young girls were removed from the care of their mom because she was pulled over for reckless driving. Upon observation, the officer noticed that her two children, three and six years old, were traveling without the proper safety belts and car seats. In addition, she was found to be under the influence of illegal substances (Cindy's Story). This is just an example of neglect as the state of Arizona defines "Child Neglect" as the failure of the adult in the custody of the child "to care for the minor's emotional or physical...[including] medical, educational, and emotional needs" ("Child Neglect"). In the example given above, the mom did not abuse her children in the sense of physical or verbal abuse; rather, she failed to provide the necessary means for physical safety. Further investigation revealed that she would leave the same children locked in a hotel room for five to eight hours while she went to work (Cindy's Story). Before the permanent severance of her parental rights, the mom expressed a deep love of her children and wished she could have been able to meet the requirements for reunification.

Similarly, children are removed from care when their parents or guardians are unable to provide for their needs. This addresses situations such as homelessness (Fryar). Children found sleeping in their cars with their families are often removed in the interest of providing safety, health, and educational aid. Seventy-three percent of children are removed from their biological families on account of neglect (Gaille). Much like neglect, the failure to provide education to a child is equivalent to withholding medical attention or safe housing. Thus, children are sometimes removed from a loving, biological family because they are unable to provide adequate care.

Finally, often the prior two causes are found in addition to substance abuse. Substance abuse refers to "the use of a psychoactive substance for other than medicinal purposes which impair the physical, mental, emotional, or social well-being of the user," which is anything from alcohol to heroin ("Substance Abuse"). Often, abuse and neglect are usually secondary to a drug charge, as the parents are detained for a drug or alcohol-related charge, and children are discovered due to further investigation. This is the number two leading cause in child removal and is often the core cause of domestic violence, verbal abuse, and sexual assault of children ("Child Welfare"). I have called this the initial trauma, which is the trauma experienced before entering foster care.

The first twelve to forty-eight hours after the child has been removed from their family are chaotic and traumatizing. For example, my sisters, who were adopted out of foster care, were in transition for almost seventy-two hours before they arrived on our doorstep.

Late one evening, their mom was stopped for a traffic violation. The officer found evidence of drug use and drug paraphernalia, as well as two young girls in the back of the car. The girls were removed on-site, with no warning. The oldest remembers going to a McDonald's and being given a teddy bear. Eventually, family friends were contacted, and before further investigation, the girls were placed with them. Twenty-four hours later, when the background checks had been run, the family friends were deemed unqualified to care for any child. Without warning, the girls were removed again, this time by a Department of Child Safety Officer (DCS), who entered the crack house and grabbed the two girls and a plastic basket of their dirty clothes. Cool recalls this woman was gentle, but rough and calloused, assuming she had seen more of hell than most of us would ever have to (Cool).

This sounds like a nightmare, but it is a glimpse of what it is like when children are removed from their biological family. It is loud, chaotic, and the child is often whisked from person to person and place to place until they are placed with a more permanent solution. On average, six-hundred children are removed from their homes every day in the United States (Gaille). Upon removal and depending on various factors, children are placed with respite caregivers, foster families, or group homes. Respite caregivers are families certified to provide temporary care, up to three weeks at a time. Foster families are certified to provide extended care through the legal process of reunification or severance and can end in adoption if the child is under the age of eighteen.

Outside of foster care families, thirty-two percent are sent to live with relatives, and thirteen percent are placed in institutionalized care (Foster Care Statistics 2017). The other option for hard to place children is in group homes. Group homes, usually reserved for older and troublesome children, is a home ran by a private agency. Depending on the size and set up of the facilities, group homes can house up to thirty or more kids, with average ratios of one adult to every ten children (Barth). Group homes are notorious for housing the hard to place children and young teenagers who have early childhood criminal records. They are also known for being quick to involve law enforcement in small infractions and disagreements, rather than mediate a solution outside the law (Anspach). These environments can create an even more profound sense of neglect and abuse, as there is a larger ratio of children to adults, and group homes are notoriously full of kids that families are not willing to take. This means that these children have been categorized as "bad" or "unwanted." These situations only further hinder older children from finding stable placements.

Currently, the most beneficial solution to temporary care is to place children with certified families. Though this solution isn't perfect, in most cases, it has a more positive impact on children.

### **Current State of Aging-out Process for Young Adults in Foster Care**

Foster care is a standardized system that has proven to have a positive impact on children; however, it is not perfect. Though there are positive cases that come from this program, often, the dysfunctional aspects have exposed children to further trauma, or what I refer to as secondary trauma. Secondary trauma can apply to physical, sexual, and emotional abuse and neglect that is inflicted during a child's stay with a foster family or group home. Statistics based on 2017 reports showed that forty-five percent of children in foster care are placed with non-family members (Foster Care Statistics 2017). Once a child has been removed from an undesirable situation, DCS contracts with private agencies that are in charge of licensing and evaluating foster families (Moore). The state sets standards that foster families need to meet. The level to which families hold these standards varies depending on the quality of the agency.

There are multiple exposé stories done by former foster children that share their horrific experiences. For example, James, who entered the system when he was just one year old, remembers a particular placement where he was beaten and left chained to a doghouse outside for befriending a boy of color (Simon). Or Micheal, a boy who misbehaved and threatened self-harm to be readmitted to a psychiatric hospital to escape an abusive foster parent (Simon). Unfortunately, some foster families do take advantage of the foster care stipend they receive to care for foster kids. Even more unfortunate, is that children who needed a safe environment are subjected to an equally, or more, dangerous situation of varying levels of abuse and neglect.

In addition to secondary traumas, older children often experience more placements. By the time young adults age out of foster care, eighty-five percent will have experienced at least two different placements (Gaille). What is more troubling is that "The older the age of the child of placement into foster care, the more likely that child is to experience placement instability" (Havlicek 8). This placement instability acts as a trauma in the minds and attitudes of young kids. With each placement, teenagers and young children will build more walls and continue to behave negatively. To make matters dire, the second largest population entering foster care is older youth (Havlicek 8). In a study done in 2008, researchers interviewed young adults preparing to age out of the system. During a series of interviews, the authors found that multiple placements contributed to the distrust of well-meaning adults and an emotional distance (Hyde & Krammer 270-271). Though they found their research felt inconclusive, they did conclude that "...quantitative studies have repeatedly shown an association between placement moves and poor outcomes" (Hyde & Krammer 271).

Something common in Northern Arizona is that it takes around eight to ten people to fill the role of a biological family. When a child enters the foster care system, they are placed in a network of at least nine different programs, all working to replace the biological family. This team involves a DCS worker, case manager, Court Appointed Special Advocate (CASA), various law enforcement officers, and a variety of different caregivers, such as foster parents or group home managers (see fig. 1).

Figure 1. Support Systems Young Adults Have Aging out of Foster Care



On the outside, young adults seem to be surrounded by services and resources. The reality is that young adults are not using them for a myriad of different reasons. Gradi Moore, a DCS worker who specializes in managing older youth cases, pointed out that what these young adults need is a relationship. In an interview, Moore said, "The greatest success stories I have seen include an adult, biological or not, who is invested in the young adult. They have access to an immense amount of resources, but if that relationship and support system is lacking, they

won't use the resources or are too embarrassed to find out how" (Moore 2019). Relationship plays an integral role in human development, and though many people are surrounding these young adults, they don't feel supported, they feel like a number (Rebecca's Story). If a family does not adopt them, and they remain in the system, they are one of thirty in a group home or one of forty cases a manager oversees. They do not receive specialized attention or care outside of seeing a psychiatrist or doctor. Most often, they are passed from place to place, never wholly known or loved.

### **Current Statistics and Outcomes of those Aging Out of Foster Care**

Before going too far into the statistics related to those coming out of foster care, it is worthy to note the influence that the American culture has on these young people. According to Geert Hofstede et al., American culture is highly individualistic (95) and indulgent (282). Simply put, American society is more concerned with our own personal success, federal influence is not a priority, and the aspiration to rise in status is achievable. For young adults aging out of foster care, the individualist nature of society works against them. As most young adults find themselves alone, there is rarely someone who is looking out for them.

Similarly, because American society is not particularly keen to have any federal involvement in everyday life, the statistics, and data regarding aging out of foster care are sparse. Sadly, the "National level measures hide important spatial and social inequalities..." resulting in the absence of well-funded, quality solutions for young adults aging out of foster care (Willis 32). These two societal characteristics continually work against young adults, as they attempt to age out of foster care, and ultimately result in the grim statistics presented below.

As young adults exit foster care, the statistics are staggering. In comparison to the general population, youth involved in foster care perform at fifty percent of their peers. For example,



eighty-seven percent of the general population will graduate high school, while only fifty-eight percent of kids in foster care will achieve at least a GED. Twenty-eight percent of the general population will graduate college, while less than three percent in foster care will ever enter college (Fryar 5). (see Table 1).

Table 1. Outcomes of Young People with Foster Care Experience, Compared to the General Population

Life Outcomes	Youth Involved with Foster Care	General Population
<b>Graduate high school by age 19</b>	58 percent	87 percent
<b>Earn a college degree by age 25</b>	<3 percent	28 percent
<b>Employed at age 26</b>	46 percent	80 percent
<b>Eligible for employer-provided health insurance</b>	51 percent	79 percent
<b>26 years-old who earned any income from employment during the previous year</b>	70 percent	94 percent
<b>Have their own residence at age 26</b>	9 percent	30 percent
<b>Experience at least once economic hardship, such as not enough money to pay rent, utility bills, or phone bills</b>	45 percent	18 percent
<b>Women who reported that they had ever been diagnosed with a sexually transmitted infection (STI) by age 26</b>	44 percent	23 percent
<b>Men who reported that they had ever been diagnosed with an STI by age 26</b>	18 percent	11 percent
<b>Females who had been arrested since age 19 – 26 yo.</b>	42 percent	5 percent
<b>Males who had been arrested since age 19 – 26 yo.</b>	68 percent	22 percent
<b>Females who had been convicted of a crime since age 19 – 26 yo.</b>	22 percent	3 percent
<b>Males who had been convicted of a crime since age 19 – 26 yo.</b>	48 percent	11 percent
<b>Females who had been incarcerated for a crime since age 19 – 26 yo.</b>	33 percent	3 percent
<b>Males who had been incarcerated for a crime since age 19 – 26 yo.</b>	64 percent	9 percent
<b>Average earnings of and employed 26-year-olds</b>	\$13,989	\$32,312

(Fryar 5-6)

In addition to the statistics provided above, studies show that twenty percent are homeless immediately after turning eighteen, and seventy-one percent of young women become pregnant

by the age of twenty-one (Fryar 6). Furthermore, one out of every two young adults will develop some form of substance dependence, and one out of every four will end up in the criminal justice system (Gaille). Finally, the last outcome for young adults aging out of foster care is the risk of further abuse and exploitation. On average, sixty percent of sex-trafficking cases involved young adults who were previously in the foster care system or group homes ("Sex Trafficking"). The sad reality is that without a stable support system and consistent utilization of resources, young adults aging out of foster care in the United States of America face a grim future.

### **Present Research**

There is no shortage of information about young people aging out of foster care. There are many different ways to improve the system so that it does not inflict harm as it has in the past. However, the main themes presented in research is helping youth aging out of foster care develop a sense of self-advocacy, setting goals for the future, filling in developmental gaps, and the importance of having mentors.

Today, many communities are trying to find solutions that help these young adults take control of their lives. In place of a stable support system, young adults are forced to rely on themselves and whatever government handout they can get their hands on. Instead of developing healthy adult habits that help themselves thrive on their own, most young adults' live month to month, scraping the bottom of the barrel simply to survive. In 2006, Betsy Krebs and Paul Pitcoff published a book called *Beyond the Foster Care System: The Future for Teens*. This book outlines a twelve-week program that aims to help young adults build a sense of self-advocacy. Krebs and Pitcoff set four goals for their participants, "to help teens take responsibility and control of their lives, advance intellectual abilities, initiate preparation for future careers, and create relevancy and motivation for continued learning" (132). Being able to advocate for one's

well-being, being mentally prepared for the demands of life, setting career goals, and remaining humble enough to learn are all indications of living a healthy adult life. In addition to developing these perspectives, young adults have to make developmental leaps to catch up to their peers. The residential program at NAZDC works to help young adults navigate this developmental gap and reach the maturity of their peers.

Most young adults exiting the foster care system at the age of eighteen have been forced to grow up way too fast in less than ideal conditions. The result of this is young adults who are biologically eighteen but act and make decisions as a twelve-year-old would. An article that was released in 2019 states that:

During the transition from adolescence to adulthood, youth achieve developmental milestones, such as learning decision-making and coping skills and becoming more independent. Older youth often rely on family and other supportive adults to help them during this transition by providing guidance as well as a financial and emotional safety net. However, these supports are often unavailable to older youth who are leaving the foster care system. (Abbott & Rosenberg)

Since young adults aging out of foster care have been forced to grow up too fast, there are significant holes in their development. In addition to this, they lack a safe place to make mistakes and recover from them.

For example, in a regular family, if the young adult finds that he has spent all of his money and cannot pay rent, his family would probably step in and help him make the payment, or at the very least, allow him to move home until he is on his feet again. For a young person who has aged out of foster care, this safety net does not exist. Therefore, in the same situation,

the young adult would be forced to become homeless, with nowhere to go. To help curb the lasting adverse effects of being pushed out of the system too early, communities are opting to encourage "extended foster care" situations, which have proven to increase the likelihood of success in these youth coming out of the system (Abbott & Rosenberg). Surveys taken across the United States are showing that other important factors that lead to success are having access to post-secondary education, career development, and safe housing (Fryar 9,12,16).

The third and final theme presented in research is the dire need for an invested adult to be present in the lives of youth aging out of foster care. Referred to as a natural mentor, this relationship is with "...a competent, caring adult [who] may serve protectively for vulnerable youth..." (Brunsink et al. Abstract). Mentors act as the initial building block for the community, creating a bridge between the youth and success. Based on a foundation of trust and mutual respect, young adults gain access to a sense of stability and confidence. From this point, young adults have a better chance of thriving because they have the space to fill in some of the development holes, such as sound decision making, which is often learned by watching rather than teaching. Ultimately, as long as the mentors are consistent and invested for long periods of time, they facilitate growth that enables vulnerable young adults to make the jump from adolescence to adulthood.

Mentors also aid in developing an understanding of healthy interdependence and resilience. Most young adults aging out foster care have experienced a great deal of instability, forcing them to rely on themselves (Pryce et al. Abstract). This source of self-reliance can be beneficial but also harmful, as it can act to hinder the development of healthy, interdependent relationships that facilitate a sense of belonging and stability. The presence of a mentor allows them to have a place where they can learn to rely on others for support while building their

strength to stand on their own. So that these youth can succeed, they need to learn how to work within a community that loves and supports them, while also learning how to be self-sufficient.

### **Field Research**

Over the summer of 2019, I conducted research that comprised of observing the Phoenix Dream Center (PDC) and interviewing various people involved in the foster care and independent living system in Arizona. This required that I examine my own thoughts and perceptions before engaging in research. Bonnie Stone Sunstein and Elizabeth Chiseri-Strater admonish field researchers to know ourselves because, "...the instrument of your data gathering is not statistical information or a computer program or an experiment but you—with all of your assumption, preconceptions, past experiences, and complex feelings" (115). I realized early on that I did not share in having lived the same experiences that the residents of PCD or NAZDC. In comparison, I came from a stable home, where I was always protected and valued. Through-out the field working experience, I had to remove my privileged perspective actively.

At the same time, I had to learn to embrace what my perceptions brought to the table. I learned that vulnerability is crucial to understanding myself and others around me and is a significant difference between qualitative and quantitative data. I cannot separate myself from the data I was a part of collecting. In *Fresh Fruit, Broken Bodies*, Holmes shares that "In addition to comprehension of social suffering and strong social hierarchies, my embodied experiences led me to recognize the impossibility of separating research from human relationships" (37). Into the execution phases of my project, I still had to remove my sense of privilege so that I can better care for those in our program. However, still giving value to what my experience brought to the data required a great deal of vulnerability. Brene Brown, an accomplished therapist, shared that, though vulnerability is often viewed as a weakness, it is not

(4:01). Vulnerability is what allows us to be honest with both ourselves and others. Within this honesty, I was able to see how my perceptions were prohibiting me from seeing the facts for what they were. Ultimately, being vulnerable allowed me to see into situations and gather valuable insight.

In addition to qualitative observations and interviews, I utilized action research and appreciative inquiry.

*Action Research.* The goal of qualitative research is to “achieve an understanding of how people make sense of their lives...” (Merriam & Tisdell 15). Since qualitative research is about understanding, the key instrument in gaining data is my own understanding of what currently is (Merriam & Tisdell 16). The research gathered during this time has been plugged into Stringer's model of "Look, Think, and Act" (8-9). This phase of research has fulfilled the "look" and "think" stages. I then took the relevant information and used it to interpret and explain what is happening.

Through the use of secondary information, interviews, and observations, I gained a deeper understanding of where our residents are and where they want to go in life. Working with Northern Arizona Dream Center offered many unique opportunities to interact with the residents and gain a personal understanding of their individual values and goals. During an extended time of observation in the home, I was exposed to their lives, as well as their weekly schedules. This also gave me a chance to build relationships with the residents so that I was able to interview them through casual and organic conversations informally. In addition to observing NAZDC's home, I was able to visit the Dream Center Head Quarters in Phoenix, Arizona. At this particular center, I was able to observe resident activities and interview key leaders on staff.

The action phase is to integrate the information, gleaned from my time in these two centers and literary research, into the residential program at NAZDC.

*Appreciative Inquiry.* An essential part of fieldwork was taking the time to absorb "what is" now. For this, I utilized the Appreciative Inquiry (AI) method. Appreciative Inquiry uses the "5-D's", which are to define, discover, dream, design, and deliver (Hammond 21). The "Define" stage is described by "defining what you want to inquire about" (Hammond 22). I began my research with the question, "What are the critical factors in helping residents at NAZDC become self-sufficient and responsible members of society?" I then took the time to "discover" what is now (Hammond 25). During my time at NAZDC and PDC, I had many opportunities to see "what is now." The writing phase of this thesis has provided the space to dream and design how the information can be integrated into the program. Finally, the delivery phase of this thesis marks the initiation of our curriculum being put into action at the NAZDC home in Prescott Valley (Hammond 34).

Through utilizing both types of research, I was allowed space to view the issue from a place of appreciation and a place of action. Both perspectives are necessary because they highlight the good and bad parts, each aspect revealing something different. The result is a comprehensive understanding of the complex issues young adults aging out of foster care are facing.

*Lessons from the Phoenix Dream Center.* For two days, I was able to observe the inner workings of PDC, and observe resident's daily routines and activities. My time there was shaped by three lessons.

## The Importance of Addressing Mental Health

Elane and Monica work together in the behavioral health office at PDC. Over the course of an hour and a half, Elane and Monica shared how they address the varying behavioral and emotional barriers they see in the residents. Based on their experience, they shared three things that they felt played a crucial role in the PDC program. The first thing they shared was that when addressing sensitive issues, make sure to provide a safe space for expressing concerns and healing conversations (Monica 2019). Though the trauma our residents have experienced differ from those of the residents at PDC, a therapeutic environment helps alleviate anxiety related to discussing trauma. The second thing they encouraged was the use of various trauma tests. Part of the PCD intake process requires their residents to take the ACE Test. The ACE test evaluates what kind of trauma each resident has experienced by asking them to select events out of a list. This gives Elane and Monica a general idea of what their residents have experienced, which allows them to create a plan of care more quickly.

Finally, the most influential thing Elane and Monica shared was the necessity of counseling. Elane shared that, “There are times that residents enter the program and think they don’t need therapy. They are wrong. We do our best not to force anything, but counseling is a mandatory part of our program” (Elane 2019). Both women also encouraged me to make the residents a part of the planning phase for their care. We layout the outline and requirements, and then discuss how we can help them meet the requirements, as well as the goals they have for themselves. Counseling plays a huge role in helping the residents set goals and work through the barriers that keep them from reaching those goals. Throughout the interview, frequently, there was a knock on the door, where residents were looking for their counselor. I found this



experience to be telling, that even though the residents expressed resistance to counseling, over time, they realize how much it actually helps to have professional therapy in their care plan.

#### The Importance of Tough Love, Accountability, and Mentors

The second interview was with Konstance Meredith, the Chief of Programming at PCD. In addition to interviewing Meredith, I had the opportunity to watch her interact with residents and staff members alike. Meredith led with compassion and confidence, somehow always knowing when authority or grace was needed. After the initial exchange of pleasantries, we started in on discussing how programming works within PCD. The three main goals of their program are to help women recover by assisting them in building healthy boundaries, making positive choices, and learning to function in the real world (Meredith 2019). I inquired about the most significant obstacles of working with this sort of person, and her response was handling conflict. She explained, "You have to be willing to look past the behavior and address the underlying issues. I am personally very direct, and I don't mind being the bad guy. Honestly, at the end of the program, they end up appreciating it. People who come here, come because they want to change. That takes a certain level of tough love" (Meredith 2019).

In addition to handling conflict, she expressed that mentors were helpful, but hard to keep on board for long periods of time. The residents at PCD are victims of varying levels of sex trafficking, as well as drugs and domestic violence. The life story that each resident has is heartbreaking, thus making it difficult for people to stick around (Meredith 2019). It is also hard for the residents to trust outsiders. Meredith and her team have found that because so many different people have hurt the residents, they do not trust people easily. Thus, the team developed a program called "Secret Sisters," which allows women to adopt a resident, but they do not meet for at least six months, nor does either party receive any personal information, such as name and

age. Letters and gifts can be exchanged anonymously, and after a set time, the sisters are allowed to meet. At this point, a relationship has already been established, thus lowering the turnover in sisters.

### Recognizing the Humanity of Residents

My final activity with the PCD was attending a group outing to go bowling with all the residents who had met the program requirements that month. Every month, the residents who are near graduating are given the responsibility of planning the group outing. They are given a few boundaries, such as geographical location, budget, and time out of the center. This particular day, the group had planned to go bowling at a nearby bowling alley. Three vans and two cars loaded with women, men, and children. Some took the time to dress up, put on make-up, and do their hair. There was a great deal of effort put forth by the residents to look beautiful, as this was one of the few times they were allowed in public and allowed to mingle with the opposite gender.

Once we arrived, all of us unloaded, altogether there were almost forty of us, including six strollers. Bowling alleys are usually noisy, but our group elevated the audio at least a hundredfold. It was loud, it was crazy, and it was fun. Inside the center, the residents are not quiet, but they did keep to themselves. At the bowling alley, they came alive. Other than the sheer volume that showed up at once, an outsider looking on probably would not have known that every one of these girls were in a program. Nor would they have known they had been abused, or that they were in the process of putting their lives back together. They were just girls hanging out at the bowling alley. I was reminded that it is of the utmost importance to see residents as people, not only victims or survivors.

*Influential Interviews.* In addition to visiting the Phoenix Dream Center, I had the opportunity to talk with many prominent women in the Prescott area. Two of the most impactful interviews were with Gradi Moore and Rae Challinor.

Gradi Moore – DCS Case Worker

Gradi Moore is a DCS Case Manager in Yavapai County. Moore shared with me that a majority of her cases are young adults ages thirteen to seventeen. Moore and I discussed many different factors that contribute to the success of young adults aging out of foster care. The most important question I asked her what she thought was a critical factor in the success of young adults aging out of foster care. She responded:

The biggest factor I have seen in the very few successful cases I have been a part of is the willingness of the kid to be teachable. And honestly, that willingness is usually only present in cases where there is or has been an invested adult that has shown that they care about the kid and their story. And just to be very frank with you, even kids that are adopted out of foster care end up in the juvenile court system because their adoptive families gave up on them. The difference I have seen is when someone is in their life that cares about them beyond their good behavior. (Moore)

This conversation, coupled with a few other discussions I have had with house coaches and community leaders, has contributed to taking this different approach to help empower young adults.

In addition to learning about the importance of having a stable community of support, young adults aging out of foster care have access to a wealth of resources, such as financial aid for school, high-quality health insurance, and affordable housing (Moore). However, young

adults continue to flounder, even with access to resources. As I looked at all the social services they are offered, I wondered why they weren't effective. I believe that these residents don't need another program or twelve steps to adulthood. Often, the residents that need the services of Another Journey are challenging cases, meaning they have been in multiple placements, group homes, and in and out of juvenile detention centers. Essentially, no one wants them. Thus, a sense of community, belonging, and support has never been present in their lives. Often, residents have never experienced grace in a context that has created space for learning from their mistakes. Instead, they have experienced abuse and rejection. Thus, building a consistent support system around our residents is a foundational building block of our program.

Rae Challinor – NAZDC Mentor

Rae Challinor, a mom and foster family recruiter for Christian Family Care, has been a mentor of NAZDC for the past two years. I sat down with Challinor because of her experience with foster care and pastoring a church in downtown Milwaukee. Something that sets Challinor apart is her simple life mantra. Tattooed on her wrist, four words read, "Love God. Love Others." Challinor and her husband have lived this mantra out beautifully and have fostered many children and adopted two. Having been involved in foster care in many different ways, Challinor brings a well-rounded approach to the needs of young adults. She particularly spoke to the needs of our mentors and how NAZDC can better equip and prepare our them. I started by asking her what her method was as a mentor. Her response was simple and profound. She said, "I don't have a method. I simply invite them into my space. Come to my house, come hang out with my kids, and let's eat! You know, these kids have many case managers and providers, but they are just a number. What is lacking is family. So, I invite them into my family" (Challinor 2019).

Concluding that a curriculum is too sterile and strict, she suggested a family-style approach, where learning is passed on organically, instead of in a classroom.

Equally important was the necessity of trauma-informed care training. Trauma changes the way that the brain functions, making it imperative that we adjust our approach to accommodate that change (Challinor 2019). Challinor shared that physically her mentee was eighteen years old, but how she made decisions and processed her emotions was closer to that of a thirteen-year-old. This is just how they have learned to cope in the absences of a family or family member that taught them how to navigate life. As NAZDC onboard new mentors, it is going to be very necessary to require and provide opportunities to receive education on trauma-informed care.

### **Research Conclusions**

Based on the findings of my fieldwork and literary exploration, I have integrated these concepts into a three-phase program that holistically addresses the unique needs of the Northern Arizona Dream Center residents. The phases are explained in depth in the Operational Handbook attached in the appendix of this thesis. The themes are: meeting the immediate needs, passing on crucial life skills, and finally helping the residents prepare for independence by setting goals for the future. Below are two figures. The first is a graphic explanation of why the residents were in foster care and what the results of that experience have been (see fig. 2). The second graphic explains how NAZDC aims to address the various issues (see fig. 3).

Figure 2. NAZDC Problem Tree

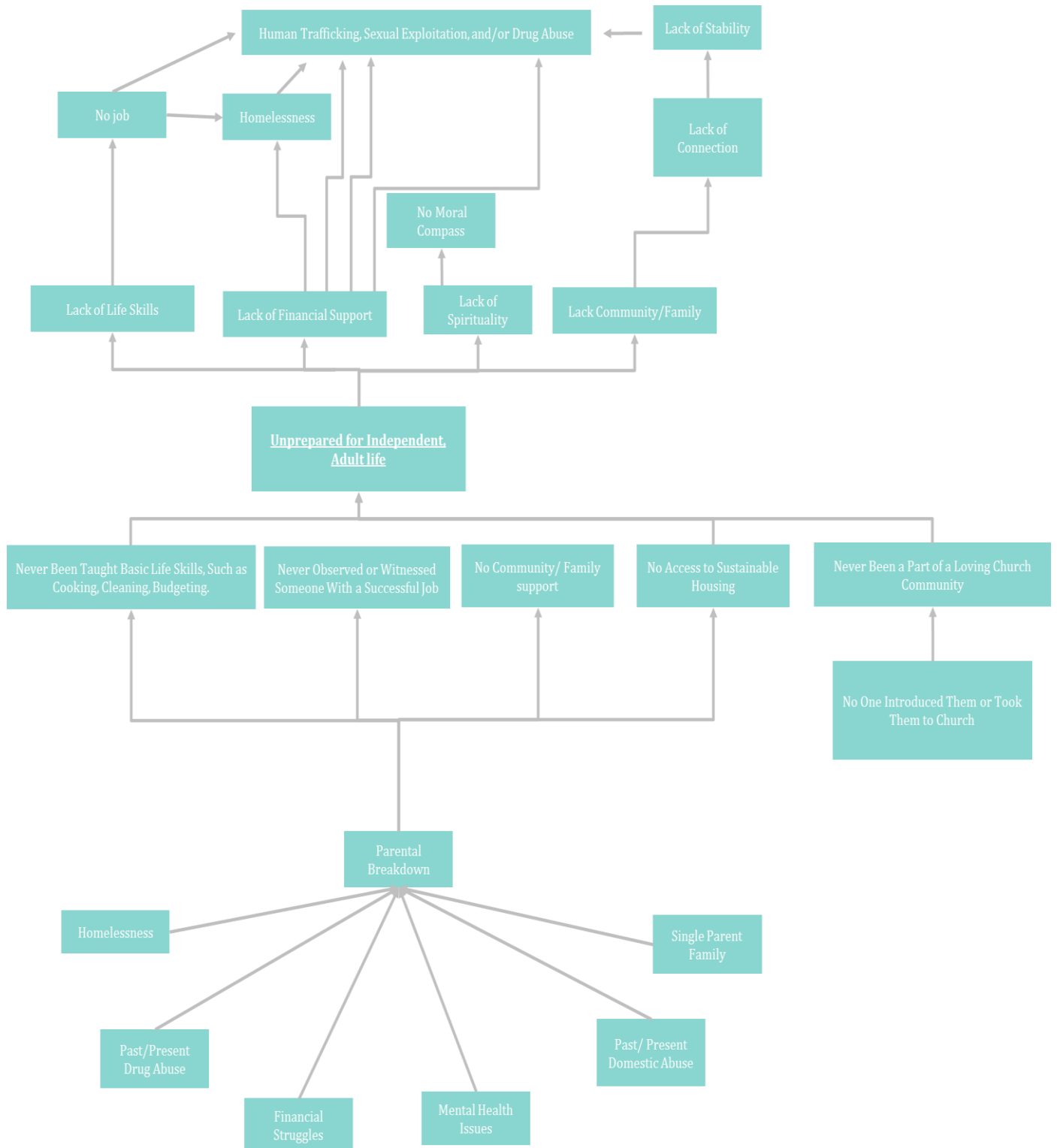
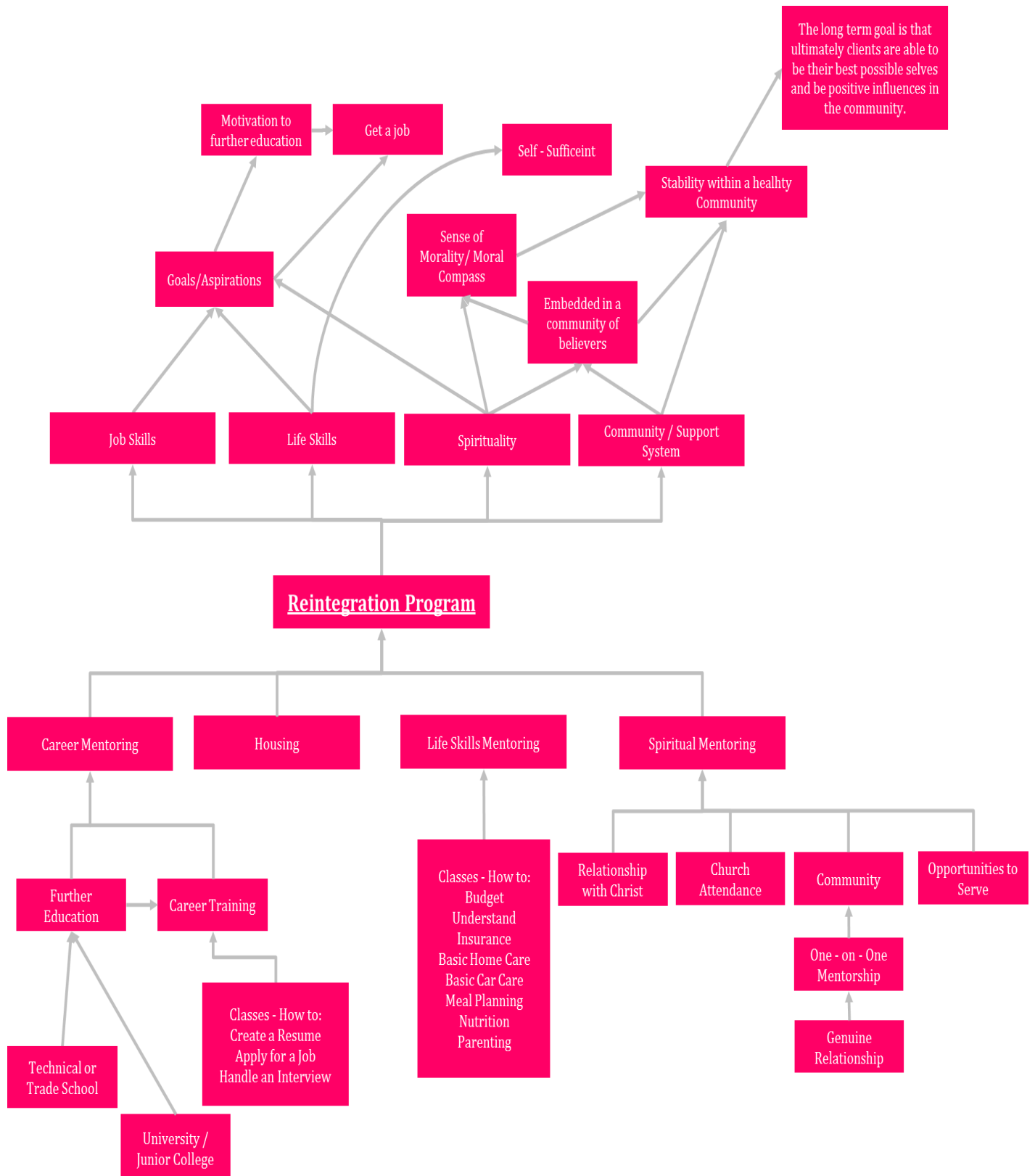


Figure 3. NAZDC Objective Tree



### **Northern Arizona Dream Center: Residential Program Summary**

Northern Arizona Dream Center provides affordable housing with accountability. Accountability comes in the form of requirements that include going to work or attending school full time, contributing to household chores, developing life skills, and being established in a community of support. This is a faith-based program that is partnered with local churches, however no religious affiliation is necessary to be a resident in the program. NAZDC is a safe house for young adults who have experienced abuse and trauma, and measures are taken to ensure a conducive environment for healing and restoration. The program at Northern Arizona Dream Center is built as a three phase program, and the themes of each phase are well-being, learning, and dreaming. The goal of this program is to provide a physical space for young adults aging out of foster care to find healing from their trauma, develop crucial life skills, and empower them to have a positive influence in their community. Attached in the appendix of this thesis is a detailed, operational handbook that explains the rationale of the three phases, as well as the leadership mentality and church involvement in the NAZDC residential program.

### **Conclusion**

There is a tremendous need in the United States today to create a better solution for young adults aging out of foster care. Aging out of foster care comes with a myriad of obstacles, including exploitation, homelessness, unemployment, and substance abuse. At Northern Arizona Dream Center, they believe that a foundational aspect of building a stable adult life is to have access to safe and affordable housing. However, only providing housing is not the answer. To truly gain independence as a self-sufficient adult, it requires that residents learn how to care for themselves, their assets, and the community around them. For this reason, "housing with accountability" is a potential solution that meets the various needs of these young adults. In the three-phase program,



residents are given opportunities to work through their past traumas to find emotional, mental, and spiritual healing. At the same time, they also experience the support and safety of a family-style home. In addition to finding healing, residents are taught basic life skills, such as maintaining a home, managing finances, and being responsible stewards of their resources. The hope is that residents would leave the program with a renewed sense of identity, one that knows their worth and their capabilities to reach their goals in life.

The sky is the limit with the residents of NAZDC, and as each resident walks through the doors, the team at NAZDC works to ensure that each one of them knows that they are valuable and that their lives matter. They are there to meet physical needs, but also to provide a safe space for young adults aging out of foster care to fill in the developmental gaps they are facing. Young adults aging out of foster care have been forced to grow up too fast, which has resulted in a deep need to find wholeness and a stable foundation from which to build the rest of their lives. Through pairing each resident with a mentor and a customized case plan, each young adult has the unlimited potential to make a positive impact on their local community. It will take a community of embrace to reach these young adults. The traumas of the past can't be undone, but through partnering with others in the community, local churches, and Jesus, these young adults can live beyond the statistics, free from the pain of the past, filled with hope for a better tomorrow.

## Appendices

NAZDC Operational Handbook

Figures

Tables

NAZDC Handbook



Northern Arizona Dream Center  
Prescott, Arizona

Operational Handbook  
Version 1.1 - April 2020

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## Who are We?

Northern Arizona Dream Center provides affordable housing with accountability. Accountability comes in the form of requirements that include going to work or attending school full time, contributing to household chores, developing life skills, and being established in a community of support. This is a faith-based program that is partnered with local churches, however no religious affiliation is necessary to be a resident in the program. NAZDC is a safe house for young adults who have experienced abuse and trauma, and measures are taken to ensure a conducive environment for healing and restoration. The program at Northern Arizona Dream Center is built as a three-phase program, and the themes of each phase are well-being, learning, and dreaming. The goal of this program is to provide a physical space for young adults aging out of foster care to find healing from their trauma, develop crucial life skills, and empower them to have a positive influence in their community. Attached in the appendix of this thesis is a detailed, operational handbook that explains the rationale of the three phases, as well as the leadership mentality and church involvement in the NAZDC residential program.

## I. Mentors

### Qualifications -

Must be recommended by a team or board member

Must be a person of the Christian Faith

Must be willing to work on a volunteer basis

Be familiar with Trauma Informed Care (TIC), and willing to attend ongoing training twice a year.

### Roles –

Mentors must have the desire and tenacity to out walk with the resident through this season of life, no matter what choices the resident makes. They fill the role of offering support. They are in the resident's corner.

They are NOT to step into the role of parent, they are to act as an older friend. There is no need to ensure that the resident is: paying rent, keeping up with chores, observing curfew, or maintaining any of the program requirements. Mentors are encouraged to check in with residents throughout the week, and these topics may be addressed, but it is not the responsibility of the mentor to make sure these happen.

### Expectations –

Meet as required by each phase of the program

Facilitate transportation to and from church when necessary

Maintain a level of communication with Resident

### Ongoing Training –

We require our mentors to attend ongoing training to ensure that we are providing the best care and support to our clients. We attend two sessions yearly. These are mandatory and required to continue mentoring with us.



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**Describe your formal/informal training and experience** pertinent to our organization. Please include any special skills, gifting, or talents that you have acquired through employment, previous volunteer work, hobbies, sports, etc.

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**What church do you attend?** \_\_\_\_\_

**Describe your relationship with Jesus.** \_\_\_\_\_

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**Do you have any concern about your ability to fulfill the 12-18 month commitment requirement of mentors?**

No       Yes

**Have you ever been accused, arrested, charged, or convicted of any crime?**

No       Yes

If yes, please explain the nature of the crime and the date of the conviction and disposition. \_\_\_\_\_

---

**Are you experiencing any physical or mental health issues?**

No       Yes



**Do you speak any foreign languages?**

**O No**      **O Yes** \_\_\_\_\_

**Is there anything else you would like to tell us about yourself or any questions you have?**

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**References**

**Spouse or Partner (or Family member if no spouse/partner)**

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Name	Phone Number	Relationship
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**Employer or Co-worker**

---

Name	Phone Number	Relationship
------	--------------	--------------

**Pastor or Church Leader**

---

Name	Phone Number
------	--------------

**Friend, Neighbor, or other personal non-relative reference**

---

Name	Phone Number	Relationship
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## Emergency Contact

Name	Phone Number	Relationship
Are you interested in learning more about additional ways to contribute to Northern Arizona Dream Center? <input type="radio"/> Yes <input type="radio"/> No		
If yes, please check all interests that apply.		
<input type="radio"/> Becoming a financial partner		
<input type="radio"/> Volunteering at life skills events		
<input type="radio"/> Volunteering at fundraising events		
<input type="radio"/> Inviting NADC to speak at a company, church, organization, or other group of which I am a member		
<input type="radio"/> Event photographer		
<input type="radio"/> Office admin assistance		
<input type="radio"/> Other _____		

*Thank you for completing this application form and for your interest in volunteering as a mentor with Northern Arizona Dream Center.*

***Please read the following carefully before signing the application.***

*I understand that this is an application for a volunteer opportunity and is not a promise or commitment by Northern Arizona Dream Center.*

*I certify that all information I have provided or will provide to NADC, including this application, is true, correct, and complete to the best of my knowledge. I certify that I have and will answer all questions to the best of my ability and that I have not and will not withhold any information that would affect my application for a mentor position. I understand that information contained in my application will be verified by Northern Arizona Dream Center and may be used to conduct a background check. I understand that misrepresentation or omissions may be cause for my immediate rejection as an applicant or my termination as a volunteer,*

*As a volunteer of our organization I agree to abide by all policies and procedures. I understand that I will be volunteering at my own risk and that the organization, its employees and affiliates, cannot assume any responsibility for any liability for any accident, injury or health problem*

*which may arise from any volunteer work I perform for the organization. I agree that all the work I do is on a volunteer basis and I am not eligible to receive any monetary payment or reward. I affirm that the facts set forth in this application are true and complete.*

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_ 9/19

## II. Residents

### Program Qualifications –

- Have a connection to Foster Care
- At least 18 years of age, and no older than 23 upon entry
- Be homeless, or be facing the threat of being homeless
- Be sober – proven by passing a drug test
- At this point in time, this program is only available to women

### Program Expectations –

- Work—or—Attend school—or—a combination of both for 35 hrs. per week (if these hours are not met, the resident can volunteer to make up the hours.)
- Meet the mentor appointments monthly – Varies between Phases
- Attend church, or a church function, at least three times a month
- Pay rent on time
- Maintain cleanliness throughout the week—includes bathroom, kitchen, living rooms, and bedroom.
- Complete Weekly chores, as well as taking out the trash when necessary
- Meet monthly with Program Director
- Honor the following House Rules:
  - Curfew 12 am every night
  - Occupy your bed 7 out of 7 nights a week
  - Clean up after yourself
  - Respect everyone living in the home
  - If the trash is full, take it out
  - Turn lights off when leaving the room
  - No guests

### III. Program Pathway

#### Resident Program Pathway

The program here at NAZDC is based on three phases, each one built to address the unique needs of our residents. Below is a detailed outline of each phase, with their goals, resident requirements, additional privileges, and a detailed explanation of the rationale behind each phase. The structure of these phases lends itself to be adjusted for the unique needs of each of our residents.

#### *Phase One: Well-Being*

Goal: Meeting Immediate Needs

Steps:

- Complete Intake Interview with Mentor Director and Resident Director
- Meet with Mentor and Assess Goals
- Match Resident with Mandatory Counseling services
- Create a safe space (Home Environment)
- Establish Employment & Education
- Welcome Package

Requirements:

- Complete Application, Lease Agreement, Expectation Forms, & Release Forms
- Pass Drug Test
- 30-90 Day Provisional Period
- Pay Fees, or establish a payment plan
- Observe Program Requirements - Household chores, Cleanliness, etc.
- Weekly Mentor Meetings
- Monthly Accountability Meeting with House Coach

Additional Privileges:

None at this time

The goal of phase one is to create consistency, stability, and community. To ensure that the resident don't feel like another number in the system, phase one is designed to be resident-centered. NAZDC believe that:

Rather than imposing ideas of 'progress' and 'development' on individuals and communities throughout the world, people themselves should be able to choose

the way they want to live without being made to feel that they are somehow 'inferior' or 'backward' by not following a pattern that has been adopted elsewhere.

(Willis 125-126)

Ultimately, they are in control of how this phase plays out because the goal is simply to stabilize their well-being and establish them in a healthy community of support. Along with taking care of the administrative side, this phase focuses on stabilizing the resident. Young adults aging out of foster care spend most of their adolescent years in survival mode. This means that there is usually a great deal of underlying trauma, emotional, and physical damage lurking below the surface that has yet to be dealt with. Healing from the ordeal of the past is a lifelong journey. In their book, Renee Wolfs and Kate Eaton write that for those who were in this situation, life is viewed through the lens of loss. They argue that addressing the seven core elements, which are "the body, the mind, the heart, the environment, the past, the present, and the future" (73). The team at NAZDC understands that if the residents are not healthy and stable emotionally and physically, then moving forward is nearly impossible. To create stability, additional privileges, such as staying out past curfew, are not allowed at this time.

Once the initial intake process is complete, the next steps are to help residents get into a rhythm that includes daily chores, school/work, counseling, family dinner, connecting them with a local church, and meeting with their mentor every week. This phase is highly relational. Empathy, which is foundational to our program, is an integral component of phase one. Tom and David Kelley defined empathy as "the ability to see an experience through another person's eyes, to recognize why people do what they do" (85). This empathy is what allows solutions to meet people where they are at. Once the mentor and house coach, along with the resident, feel they are stable and maintaining a good rhythm, transition to phase two can begin. A unique quality that

the team believes in is celebrating victories, no matter how small. As the resident shifts to phase two, they are given a certificate of completion for phase one.

*Phase Two: Learning*

Goal: Pass on Crucial Life Skills

Steps: (can be achieved through mentor meetings and conversations, or classes or workshops)

Intrapersonal Goals:

Self-Care - Hygiene

Nutrition – Food Preparation

Interpersonal Goals:

Relationships

Romantic

Friendships

Colleagues and Peers

Stewardship Goals:

Money

Material Goods

Clothes, House, Car, Electronics, etc.

Requirements:

Random monthly drug test

Pay Fees, or establish a payment plan

Observe Program Requirements - Household chores, Cleanliness, etc.

Weekly Mentor Meetings (depending on the resident, this could be every other week, but no less than twice a month)

Monthly Accountability Meeting with House Coach

Additional Privileges: at the house coach and mentor's discretion

Can stay out past curfew, with the communication of plans ahead of time

One Guest at weekly Family Dinners

Phase two is focused on learning life skills and establishing healthy adult habits. There are some life skills that can be taught in a classroom, while most of them are gleaned from within the mentorship relationship. For example, when tax season comes around, many young adults need to do their taxes. A volunteer, who is an accountant, donates his time to meet with the residents and the house coach to file their taxes. In other cases, such as learning how to set

healthy boundaries in relationships is a skill that is passed through organic conversations between the mentor and resident. Residents are given weekly chores in addition to maintaining their room, bathroom, and kitchen area. These extra tasks can be mopping the floor and sanitizing the kitchen.

An underlying hope for this phase is that the foundation would be built for the residents to be good stewards of their resources. This is not limited to finances and material items, but also to be responsible stewards of natural resources and properly dispose of waste and garbage. Though our primary goal is to create productive citizens of the local community, it is also essential to be good global citizens as well. Integral to being a good global citizen is expanding our definition of who our neighbor is. Cynthia Moe-Lobeda wrote, "An interconnected sense of mortality, in contrast, recognizes that while I am I, I am not only I, but also am 'we' and 'us'" (120). The revelation that reveals that we are interconnected begs us to realize that I do have the right to do as I please, but my actions have resounding impacts around the world, not only on the environment but on people. "Neighbor," as defined by Moe-Lobeda, is actually anyone on the planet. This is a crucial aspect to instill in residents because it is the first step in helping them see outside of their own needs. It is essential to teach our residents that being a good neighbor doesn't always have to be in grand or expensive gestures. As Julie Clawson put it, "Every decision we make is an ethical decision, which forces us to choose whether we will act out of love or end up denying the image of God to others" (Clawson 25). It is a slow process of growth to see outside of oneself, but it is necessary to be a productive member of society. Given the unique obstacles our residents face, this is a huge step that demonstrates an immense amount of maturity. This will most likely happen closer to the end of phase two and the beginning of phase three.



Part of how NAZDC instills life skills, such as creating nutritious meals is by having Family Dinner every Thursday night. This is where the house coach works alongside residents to prepare a home-cooked meal that is balanced and nutritious. When it has been earned, residents are encouraged to invite a guest over to partake in the activity. During this phase, mentor meetings are still crucial but are not “required” as often. Our goal is that mentor meetings would continue as a result of an organic relationship, rather than as a program requirement. Additional privileges are introduced in phase two, which allows residents to stay out past curfew with proper notification, and they are allowed to have one guest over for family dinner. Phase two is the most time-consuming, allowing time for residents to absorb life skills and establish healthy routines. Transition to the third and final phase begins when the mentor, house coach, and resident collaboratively decide that the resident is ready to set out on their own. As with phase one, a certificate of completion is given at the end of phase two.

### *Phase Three: Dreaming*

Goal: To help our residents set goals for the future and work towards achieving them

Steps:

Set Goals:

- Financial
- Housing
- Career and/or Education
- Relationship

Application Steps:

- Established Healthy Money Habits
- Secure Housing Outside of NAZDC
- Pursued or Pursuing Education
- Network Career Opportunities where applicable
- Relationship Goals, where applicable

Requirements:

- Random monthly drug test
- Pay Fees, or establish a payment plan
- Observe Program Requirements - Household chores, Cleanliness, etc.
- Mentor Meetings (as needed, or as desired by the mentor and resident)

### Monthly Accountability Meeting with House Coach

#### Additional Privileges:

Control Schedule with the communication of plans ahead of time

Ex. Can be gone 1-2 nights a week

This third and final phase is focused on preparing residents for life outside the house. The ultimate goal for the residents is that they would be in a place physically, mentally, emotionally, and spiritually that they will have learned to think beyond just surviving to thriving. In the case that NAZDC needs some extra help, residents are given opportunities to give back. Bryant Myers quotes David Korten, who stated that for improvements to happen, “The development program must not come from the outside” (*Walking with the Poor* 155). Graduating residents, have a great deal of wisdom to offer the program, therefore these opportunities to “give back” are not limited to manual labor, but can include becoming a residential manager. NAZDC realizes that each resident that walks through the doors carries an immense amount of potential, and their goal is to help these young adults see their intrinsic value, unlock their potential and help them create steps to reach that goal. Mentor, house coach, directors, and resident all work together to secure housing, ensure that resident is financially prepared to support themselves, and construct a list of goals and tangible steps to pursuing their goals. They also address goals pertaining to relationships and furthering education if necessary. Additional privileges in phase three include the ability to control schedule with proper notification. At the end of the program, residents receive a certificate of completion and a graduation dinner to celebrate their completion of the program.

*Spiritual Growth.* The final area our program addresses is spiritual growth. NAZDC is a faith-based program, but the residents don't need to know Jesus before entry, nor is it mandated that one must choose to accept Jesus at any point in the program. The faith of our founders, board members, and team is led by the belief that these young adults deserve a chance to build a successful adult life. They ought to be viewed with the same amount of value and respect, regardless of their religious choices. However, they cannot omit that they are compelled by the love of Christ, to be the extension of Christ's love, in hopes that residents would come to know Jesus as their savior. Though it is not required that the residents believe in Jesus, it is required to attend three church-related activities a month. This includes, but is not limited to a church service, small group meetings, and social gatherings.

The staff at NAZDC heavily relies upon the power of the Holy Spirit to work in the hearts of their residents. This belief is rooted in a passage of scripture found in Acts. In the book of Acts, Jesus commands His followers to wait in Jerusalem for what would ultimately be the filling of the Holy Spirit. Peter, who was one of Jesus' disciples along with many others, received the initial filling. After this encounter, Peter preached the Gospel so that three thousand people came to know Jesus (Acts 2:1-44 NLT). Without the presence and guidance from the Holy Spirit, Peter's words were empty. The impact and influence of the Gospel is completed by the work of the Holy Spirit. He is crucial in leading others to the Father. Another conclusion drawn from this passage is that God chose his followers to be his vessels of hope, love, and redemption to the world. Partnering with the Holy Spirit is the best way to bring this to fruition in the lives of the residents.

To facilitate this type of spiritual growth, NAZDC aims to meet the essential need for housing. Within the local church, various team members actively and regularly advocate for a

progressive perspective of those who do not believe in Jesus. Instead of creating an atmosphere of shame, they encourage the body of Christ to love as Christ did, relentlessly, and with no strings attached. Another way NAZDC challenges the church, is to look beyond traditional purity metaphors, understanding that "...All sins are equal, but not all metaphors are", and see past the behavior to the person, and their story (Beck 49). As a team, NAZDC staff members have learned that seeing spiritual transformation is more than preaching a good sermon, having the right answers, or telling someone the truth. Pursuing spiritual transformation is all about live life as an example to others, in addition to treating others well.

In the life of Jesus, this is lived out drastically different than what is seen in the American church today. Jesus drew crowds, not only because of what He said but because of what He did. Jesus was counter cultural. In a time where women and children were nothing more than property, Jesus brings them to the forefront, being among the first people to give them value. All people are valuable, regardless of their choices or lifestyle preferences. They are valuable and deserve to be given access to resources that allow them to pursue a life of dignity. NAZDC gives residents the freedom to observe and experience the joy of living a life in Christ. This starts with establishing a perspective, which believes that residents are valuable, simply, and exclusively because they are human. They need not do anything else to deserve the time and effort invested in their lives.

The core is the love of Jesus and His incredible love that He gave, when He freely and without hesitation, opened His arms to all so that wholeness could be found in Him. A life lived as an embrace understands that "Inscribed on the very heart of God's grace is that we can be its recipients only if we do not resist being made into its agents; what happens to us, must be done by us" (Volf 129). Thus, just as Christ has opened His arms and embraced humanity, sinners in

need of a savior who chose a different path, Christ-followers are called to open their arms to those who are without Jesus and to those who have been hurt. Within this open-armed invitation is the beautiful expression of hospitality in which Jesus' transformative power is best demonstrated.

Within the spiritual development section of this program, the goal is to be the open-armed invitation to allow Christ in. This invitation that is symbolized by open arms means, ...the self has initiated the movement towards the other, a movement for whose justification no invitation from the other is needed and no reciprocation on the part of the other necessary, a movement which is itself an invitation to the other and for whose justification, therefore, the simple desire of the self not to be without the other suffices. (Volf 142)

This picture is symbolic of what Jesus did on the cross, so that he could invite all people into a relationship with Him. He does not force anything, but stands with His arms wide open, waiting for us to accept His offer. This is a symbolic picture of what NAZDC aims to be, as a source of spiritual growth.

The philosophy of spiritual growth is that Jesus love for all people is exemplified by loving others, extending value to all people, and partnering with the Holy Spirit to work in a way that is beyond human strength. The work is God's, knowing that he is faithful, and he is speaking and moving the hearts of humanity. Sarah, whose story was told in the introduction, was never interested in God. She preferred to pursue inner peace, similar to Buddhist and Hindu beliefs. She hated coming to church and would either sleep during the service or sit in the parking lot. She was never criticized or corrected. After eighteen months in the program, her mentor called the office to share that Sarah had accepted Jesus. Sitting on the floor in her bedroom, alone and

fed up with life, she prayed a simple prayer that went something like, "Okay, God, I'll give you a shot." (Sarah's Story). Not even close to spiritual or traditional environment, Sarah decided to give Jesus a chance. There was a great sense of joy that hung in air. Today, Sarah's journey with Jesus is still her own. No additional requirements or expectations have been placed on her, but her mentor continues to have conversations about who Jesus is to Sarah. Jesus' heart for all people is that they would come to know him (John 3:16 NLT), and these moments, though they are few and far between, are what make all the work worth it.

## Residents Forms

Requirements:  
Diverse License or State ID



223 White Spar Rd  
Prescott, AZ 86303  
P. (928) 985-2408  
[www.anotherjourney.org](http://www.anotherjourney.org)

## RESIDENT APPLICATION

## PERSONAL INFORMATION

Name (First, Middle, Last):	
Birth Date:	Social Security #:
Best Personal Contact Phone #:	Driver's License or ID#:
Email Address:	
Do you have a car?	<input type="checkbox"/> YES <input type="checkbox"/> NO
If YES:	Car Make/Model: Car License Plate #:
Homeless:	<input type="checkbox"/> YES <input type="checkbox"/> NO
If checked NO for homeless:	Current Address:
	City:
	State: <span style="float: right;">Zip Code:</span>

## EMERGENCY CONTACT

Name:	Relationship:
Contact's Phone #:	Secondary Phone #:

## EDUCATION

Circle last year completed: Primary: 1 2 3 4 5 6 7 8 9 10 11 12 College: 1 2 3 4 +	Name of School:
---------------------------------------------------------------------------------------	-----------------

## INCOME INFORMATION

Current Employer:	Monthly Income:
Supervisors Name:	Additional Income:
Supervisors Phone #:	Source of Additional Income:
Length of Employment:	<input type="checkbox"/> Not Employed Alternative Source of Income: <input type="checkbox"/> Student <input type="checkbox"/> Unemployed

## RESIDENCE HISTORY: Please include most current history

Current Placement:	Phone:
Previous Placement:	Phone:

## APPLICANT QUESTIONNAIRE

Have you ever rented before?	<input type="checkbox"/> YES <input type="checkbox"/> NO	If Yes, explain:
Do you currently owe money to another Landlord?	<input type="checkbox"/> YES <input type="checkbox"/> NO	If Yes, explain:

**HEALTH INFORMATION**

Do you have Health Insurance? <input type="checkbox"/> No, I am uninsured <input type="checkbox"/> Yes	If yes, please provide the following: Provider Name: _____ Policy #: _____ Provider Phone #: _____ Group #: _____
Do you have Dental Insurance? <input type="checkbox"/> No, I am uninsured <input type="checkbox"/> Yes	If yes, please provide the following: Provider Name: _____ Policy #: _____ Provider Phone #: _____ Group #: _____
Date of last of last physical exam:	List any physical ailments or handicaps you have:
Date of last dental exam:	List any dental problems you may have:
Date of last eye exam:	Do you wear glasses/ contacts: <input type="checkbox"/> Yes <input type="checkbox"/> No
Are you currently pregnant?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I'm not sure
Do you have any severe/ life threatening allergies?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe:
Mental Health Diagnosis:	
Please list any medications you are currently taking and reason for taking it:	
Do you have sufficient supply of these medications at this time?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have any medical conditions that require regular doctor visits?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain:
Have you ever been admitted to a hospital?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain:

**EXPLOITATION**

Yes	No	
		1. Forced Prostitution
		2. Forced Labor
		3. Forced Marriage
		4. Smuggling
		5. Have you been recruited for any of the above?



**AGENCY INFORMATION**

Are you enrolled in Behavioral Health Services?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Agency:	Phone Number:
Case Manager:	Phone Number:
Other Contact:	Phone Number:
Clinic Location:	
Are you engaged in any Substance Use treatment programs?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Agency:	Phone Number:
Schedule:	
Location:	
Are you involved with Probation or Parole at this time?	<input type="checkbox"/> Yes <input type="checkbox"/> No
P.O. Name:	Phone Number:
Office Location:	
Are you involved with Department of Child Safety? (Also known as DCS)	<input type="checkbox"/> Yes, open case or investigation <input type="checkbox"/> Not anymore, previous cases have been closed <input type="checkbox"/> No, never
If Yes, please provide contact information:	
DCS Case Manager:	Phone Number:
Office Location:	Phone Number:

**PLEASE LIST ANY OTHER AGENCIES, PROGRAMS, OR CASE MANAGERS HELPING YOU NOW:**

Name/Agency:	Phone Number:
Services Provided:	

Name/Agency:	Phone Number:
Services Provided:	

Name/Agency:	Phone Number:
Services Provided:	

**FAMILY INFORMATION:**

Relationship status:	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Separated/Divorced <input type="checkbox"/> Partner <input type="checkbox"/> Widowed	
Are you a victim of domestic violence?	<input type="checkbox"/> Yes, caused this episode of homelessness <input type="checkbox"/> Yes, but not recently <input type="checkbox"/> Never experienced	
Do you have any children?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Child's Legal Name:	Location:	Visitation Schedule

By signing below, applicant hereby represents that all information is true and complete. Applicant authorizes Another Journey Inc. to receive, provide, and exchange information including but not limited to, any confidential information that may be obtained from credit history, rental history, employer, criminal background check and references. Applicant acknowledges this application will become part of the lease agreement when approved. If any information is found to be incorrect the application will be rejected, and any subsequent rental agreement becomes void. False and misleading statements will be sufficient reason for immediate eviction and loss of security deposit.

Applicant's signature: \_\_\_\_\_ Date: \_\_\_\_\_

\*\*\*\*\*

\*\*\*\*\* Office Use Only:

Application Received- Date: \_\_\_\_\_ Initials: \_\_\_\_\_

## Lease Agreement

**Another Journey**  
**Residency Agreement**

*No representation or recommendations are made by Another Journey, or its agents or employees as to the legal sufficiency or legal effect of this document. These are questions for your attorney.*

LANDLORD Residency Agreement with Another Journey per Boarding House Rules

ADDRESS 8056 E. Yavapai # 1, Prescott Valley Az 86314

TENANT(S)

Phone:

Phone:

Email:

Email:

Rental Rate:	\$ 150.00 /mo.
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Rental Tax:	
%	00.00

<b>TOTAL RENT:</b>	150.00
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Late Fees:	20% of total rent
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Notice Service Fee:	
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Start Date:	
-------------	--

End Date:	Determined by program compliance
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Payment Due Date:	<b>THE 1st</b>
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**MOVE IN COSTS:**

<u>Item</u>
Rent Due:
June 1 rent increase
Dec 1 rent increase
Non-Refundable:
Refundable: Security Deposit
Non-Refundable:
Sub Total:
Less Application Fee

<u>Amounts Due</u>	<u>Notes</u>
150.00	
200.00	
250.00	
250.00	50/mo. Jan-May
	<b>MO#</b>


**SECURITY DEPOSITS:** TENANT acknowledges Security Deposit in the amount of \$ 250.00 is held by Another Journey. The security deposit shall be refunded and sent in the mail no later than 14 business days upon surrender of keys, according to the time frames indicated in Arizona Residential Landlord Tenant Act (hereinafter called ARLTA). The PROPERTY must be returned in a clean and undamaged condition acceptable to Another Journey. The TENANT will be held liable for charges that exceed security deposits.

**OCCUPANCY:** The PROPERTY shall be used only for residential purposes by the following individuals:

**No additions or substitutions** can be made unless written consent from the AGENT is given. Only persons listed here may occupy the PROPERTY. Any attempts by Resident to sublet, transfer or assign this agreement will be grounds for immediate termination of this agreement and grounds for eviction.

**RENT:** RENT is due on the **first (1<sup>st</sup>) by 5:00pm** each month. Under no circumstances shall Resident elect to use security deposit for RENT. Resident shall pay monthly installments of \$ 150.00 (Total Rent), which includes the current rental tax of: 0 % (hereinafter called RENT)

Another Journey will not be responsible for any loss due to the malfunction of any appliances, Resident's use of appliances is at their own risk.

**UTILITIES:** Are included

**TENANT INSURANCE:** TENANT is **REQUIRED** to secure Renter/Tenant Insurance to protect against any loss. AGENT and/or LANDLORD shall not be held responsible for loss of TENANT'S personal property due to theft, vandalism, fire, water, rain, hail, smoke, or other causes whatsoever. Copy of said insurance must be provided within 30 days of move in.

**POLICY NUMBER:**

**MAINTENANCE:** TENANT agrees to maintain and use the PROPERTY in a clean, safe, and legal manner.

It is important that TENANT regularly allow air to circulate in the PROPERTY. TENANT agrees to use bathroom fans while showering or bathing, if PROPERTY does not have a fan TENANT agrees to open bathroom window. TENANT agrees to indemnify and hold harmless AGENT and LANDLORD against any claim or loss arising from any and all water intrusion.

**POOLS:** NO pool of any size or capacity is permitted.

**BED BUG MATERIAL:** By initialing at the bottom of this page TENANT acknowledges receipt of material related to bedbugs, hereto attached. Have you ever had bed bugs or been involved in the treatment of bed bugs? **YES or NO.**

If YES please provide details:

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**PETS:** Resident is NOT authorized to have a pet(s) at the property:

**•SHOULD AN UNAUTHORIZED PET OR RESTRICTED BREED BE FOUND AT THE PROPERTY TENANT WILL AUTOMATICALLY BE FINED ONE THOUSAND DOLLARS (\$1000.00) PER UNAUTHORIZED ANIMAL. ANY VIOLATION(S) CAN BE GROUNDS FOR IMMEDIATE TERMINATION OF RESIDENCY AGREEMENT.**

**CONDITIONS OF PROPERTY**

**Resident Shall:**

•Pay any charges for repairs that are caused by Resident, such as clogging of toilets, sewer lines, traps, overflowing sinks or tubs and any damage from such shall be the full responsibility of the TENANT, unless damage is from natural causes (i.e. roots or ground movement). This also includes broken window, screens and any other incident caused by the Resident.

•Replace light bulbs when needed.

•Keep all vehicles licensed and operable. No engine repair other than routine maintenance shall be performed on the PROPERTY and all cost of oil/grease removal will be the responsibility of the TENANT. No RVs, boats or other recreation vehicles will be allowed on the PROPERTY without prior written permission from the AGENT. All vehicles must be parked in designated parking areas only.

•Deposit all garbage in proper receptacles and contract for its removal.

**•NOT smoke on the interior of this PROPERTY. Any evidence (i.e. smell of smoke, tar, marijuana on surfaces etc.) that RESIDENT has smoked inside the PROPERTY will be a minimum \$1000.00 fine and shall be grounds for complete forfeiture of all deposits held by AGENT, liability may not be limited to deposits.**

•Remediation of any/all damage to include, but not limited to cost to re-paint to remediate smoke smell and all costs incurred to remediate damages caused by interior smoking will be billed in addition to the violation fine.

•Failure to comply with aforementioned pet policy shall be grounds for immediate termination of the lease

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**RULES, REGULATIONS, LEGAL CONSIDERATIONS:**

**Resident shall:**

•Comply with applicable laws, ordinances, regulations, Covenants, Conditions and Restrictions, and Homeowners' Association rules and regulations regarding the PROPERTY.

•Supervise family, guests, and invitees to ensure their compliance with all rules, regulations, and laws. TENANT further agrees to conduct themselves in a quiet and decent manner. TENANT takes full responsibility for any actions of family, guests and invitees who may violate any part of this Lease Agreement.

**Resident Shall Not:**

- Claim agreement as an asset of a bankruptcy, in the event bankruptcy is declared.
- Engage in any criminal activity. To include but not limited to drug related criminal activity on or near the PROPERTY. Drug related criminal activity is defined as the illegal production, sale, distribution, use or possession of a controlled substance as defined in Section 102 of the Controlled Substance Act (21 USC 802). This also includes engaging in any act that intends to facilitate criminal activity and/or permit the PROPERTY to be used for criminal activity.
- Violate any city and/or town ordinances.
- Engage in any drug related activity, to include but not limited to the unlawful manufacturing selling, using, storing, keeping, or giving of a controlled substance as defined in A.R.S. 12-3451 whether on or near the PROPERTY. Resident **agrees that no marijuana, medical or otherwise, will be kept, used, or grown on the premises per Federal Law, irrespective of possession of medical marijuana card.**
- Engage in any illegal activity, including but not limited to prostitution as defined in A.R.S. 13-3211, criminal street gang activity as defined in A.R.S. 13-105 and A.R.S. 13-2308, threatening or intimidating as defined in A.R.S. 13-1202, assault as prohibited in A.R.S. 13-1203 including but not limited to the unlawful discharge of any weapon, on or near the PROPERTY, or any other activity that jeopardizes the health, safety, and welfare of the AGENT, or other Residents. A single violation of the aforementioned shall be grounds for immediate termination of this agreement as set forth in A.R.S. 13-1377, and A.R.S. 33-1368. It is understood proof of violation shall not require criminal conviction, unless otherwise provided by law.

**EQUAL HOUSING:** PROPERTY will be presented in compliance with federal, state, and local fair housing laws and regulations.

**INDEMNITY:** LANDLORD and AGENT shall **not** be held responsible for any loss, claim, liability or expense arising from injury to any person or damage to or loss of any property, in any way caused by AGENT, AGENT’s subcontractors, Resident or their guests, invitees, agents, pets or others under their control.

**ARLTA:** AGENT encourages Resident to review *The Arizona Residential LANDLORD and TENANT Act*, which is available free of charge from the Arizona Department of Housing which can be found at [www.azhousing.gov](http://www.azhousing.gov).

**DISCLOSURE:** Another Journey is the lease holder

▪ **Designated Broker:** Alisa Cool is a member of another Journey and is a licensed Realtor.

▪ **PROPERTY Owner/LANDLORD: Another Journey**

Is LANDLORD a licensed Real Estate Agent?    YES            .    If YES, what state    Arizona

**EMERGENCY CONTACT:** In the event of death, the following individual(s) are given permission to remove and receive personal PROPERTY.

Name:

Phone:

Disclosure:


**EFFECTIVENESS:** This boarding house agreement shall become effective upon signing by *Another Journey* and Resident. By signing below, I have read, understand, and accept this Agreement. I acknowledge this contract represents the entirety of the agreement. There are no outstanding verbal agreements expressed or implied. I acknowledge receipt of a fully executed copy of this agreement and all attached addenda. I agree to abide by all of the rules and regulations set forth herein. I understand that I can be asked to leave the property immediately should I fail to comply with Another Journey Program Requirements.

\_\_\_\_\_ Date \_\_\_\_\_  
Resident:

\_\_\_\_\_ Date \_\_\_\_\_  
Another Journey Inc

## IV. Monitoring and Evaluation

	<a href="#">Description</a>	<a href="#">Indicator</a>	<a href="#">Define Terms</a>	<a href="#">Information Needed</a>	<a href="#">Source</a>	<a href="#">Method of Collection</a>	<a href="#">Collection Responsibility</a>	<a href="#">Frequency of Collection</a>	<a href="#">User</a>
<a href="#">Goal</a>	To help clients reach a state of self-sufficiency, to stay connected to a healthy community that enables them to be their best selves, as well as being a positive influence in the community.	Within 1 year, 95% of Clients will be at a point in their life that they are self-motivated and self-sufficient.	<b>Self Motivated:</b> Clients are meeting program requirements(attending classes, paying on time, etc.) without threat of consequence. <b>Self-Sufficient:</b> Clients are making responsible decisions with their resources, relationships and personal health.	N/A	Project Director, House Coach and Mentors.	Observations	House Coach and Project Director	Monthly	In-house program development - Project Director and Staff
<a href="#">Outcomes</a>	That our clients would obtain the necessary job skills, life skills, and support systems to enter into society as successful and responsible adults.	Within 6-9 months, 90% of Clients will have steady employment, maintained passing grades, maintaining healthy emotional stability, as well as making responsible financial decisions.	<b>Maintain:</b> a minimum of 6 months. <b>Emotional Stability:</b> the ability to maintain a perspective of self-worth. <b>Passing Grades:</b> Receiving no lower grade than a C (70%) in any class. <b>Financial Stability:</b> the ability to hold a single job for at least 6 months, make payments on time, and reach financial goals set by clients.	<i>For Employment/Education:</i> Pay Stubs, Transcript/report card. <i>For Emotional Stability:</i> objective report written or verbal. <i>For Financial Stability:</i> Paystubs, credit card statements, receipts for insurance, vehicle maintenance, etc.	Employers, house teachers, house coach, spiritual leaders, and mentors.	Printed/Picture proof ( <i>Employment/Education</i> ) Questionnaire and Mentor Observations ( <i>Emotional</i> )	Teachers, Mentors, and House Coach	Monthly	In-house program development - Project Director and Staff
<a href="#">Outputs</a>	Job Skills Classes, Life Skills Classes, Housing Provided, Spiritual Mentorship	95% of Clients would have attended at least 6 out of the 8 monthly classes/events.	<b>Events:</b> Two life skills classes, Two mentoring meetings, one accountability meeting, and three church attendances.	Attendance Records	Teachers, Mentors, and Spiritual Leaders	Attendance Report	Mentors and Teachers	Monthly	In-house program development - Project Director and Staff
<a href="#">Activities</a>	Weekly/Monthly Job and Life skills classes, Housing with accountability – chores and household expectations, Weekly/Monthly Meetings with mentors, Weekly Church Attendance	Within 9 months, 95% of clients would have a healthy perspective of self, so that they are setting and reaching goals.	<b>Healthy Perspective of Self:</b> a belief in self as being worth every effort to make responsible decisions.	Objective, written or verbal report	Teachers and Mentors	Wellness questionnaires and Mentor Observations	Mentors and House Coaches	Quarterly (more frequently if needed)	In-house program development - Project Director and Staff
<a href="#">Inputs</a>	As a team, our goal is to provide opportunities for community, through mentor relationships, and opportunities to learn the necessary skills to lead a fulfilled life.	On a monthly basis, we are executing two life skills classes, two mentoring meetings and one accountability meeting.	<b>Life Skills Classes:</b> Classes on health, nutrition, self-care, property care, budgeting and resume building. <b>Mentoring Meetings:</b> includes client and mentor, where the goal is simply to build relationship that leads to developing healthy interpersonal skills. <b>Accountability Meetings:</b> includes Program Director and Client reviewing the Accountability Form, where compliance with program is evaluated	Lesson plans, verbal and written reports, Accountability Form	Teachers, Mentors, House Coach, and Program Director	Written Verbal Reports to Project Manager	Project Director	Monthly	In-house program development - Project Director and Staff



## V. Forms

## Monthly Review Forms

Overview of Expectations

35hrs School/Workweek	2 Mentor Meetings	Volunteer	Church Attendance 3x/month	Rent paid before 5 <sup>th</sup> of the month
Dishes/kitchen cleanliness	Room cleanliness	Trash	Bathroom cleanliness	Following house rules

House Rules

- Curfew 12 am every night
- Occupy your bed 7 out of 7 nights a week
- Clean up after yourself
- Respect everyone living in the home
- If the trash is full, take it out
- Turn lights off when leaving the room
- No guests

Overview of Your Month

Did you meet all the monthly expectations of this program?

- You spent half of last month unemployed and in training for your new job. You now have returned to having a full work schedule
- There has been a breakdown in communication, as there were some nights that there was no notification of whether you would be home or staying out past curfew. Upon my arrival at home, not all the chores were completed.
- Remember to clean and put dishes away within 24-hours of use.
- Remember to turn the lights off when leaving the room. This includes the dining space light when you go to bed.
- You attended church once out of the four Sundays this month and only met with your mentor once.
- Your room has been a little messy, and you have kept food in your room. Please remember to keep all food items in the kitchen and to remove used dishes within 24 hours of use. The shared spaces were kept tidy for the most part, but this area could use some improvement in the bathroom, as you left things out on the counter for multiple days.
- You paid rent late this month.

The amount owed upcoming month based off program expectations:

**For November, your rent owed is \$150.** To remain in compliance, please take into consideration the concerns listed above. Do remember, failure to meet the program expectations will result in the risk of removal from the program.

Incident Report

## Incident Report

Report Completed By:

Location:

Date:

Resident:

Summary:

Timeline:

Board Meeting Reports

## Board of Director Update –

Report Completed By:

Location:

Date:

Summary:

Major Events –

Administration –

On Going Activities –

Pray Requests –

Volunteer Application



**Volunteer Application**

Our organization encourages the participation of volunteers who support our mission and abide by our ethics statement. The information on this form will be kept confidential and will help us to find the most satisfying and appropriate volunteer opportunity for you.

**Name:** \_\_\_\_\_  
Last First Middle

**Address:** \_\_\_\_\_  
Street City Zip

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Date of Birth:** \_\_\_\_\_ **Social Security number:** \_\_\_\_\_

**Occupation:** \_\_\_\_\_  
Employer Name Supervisor Name Phone Number

**Why do you want to volunteer with us?** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Describe your formal/informal training and experience** pertinent to our organization. Please include any special skills, gifting, or talents that you have acquired through employment, previous volunteer work, hobbies, sports, etc. \_\_\_\_\_

---

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**Briefly describe your relationship with Jesus** \_\_\_\_\_

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**Have you ever been convicted of any crime?** If yes, please explain the nature of the crime and the date of the conviction and disposition. \_\_\_\_\_

---

**References**

1. \_\_\_\_\_  
Name Phone Number Relationship

2. \_\_\_\_\_  
Name Phone Number Relationship

**Emergency Contact**

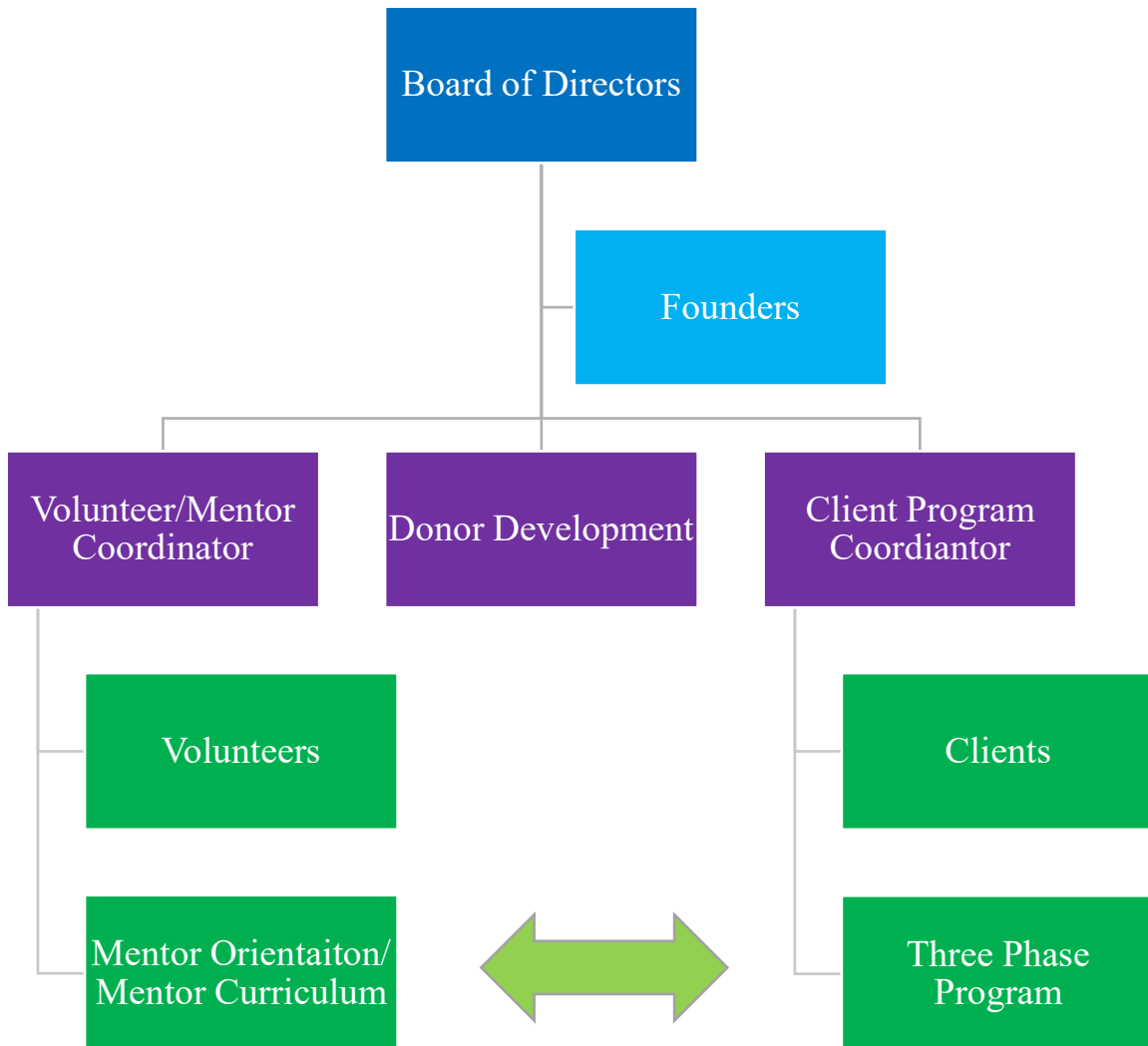
\_\_\_\_\_  
Name Phone Number Relationship

*Thank you for completing this application form and for your interest in volunteering with us.*

*As a volunteer of our organization I agree to abide by all policies and procedures. I understand that I will be volunteering at my own risk and that the organization, its employees and affiliates, cannot assume any responsibility for any liability for any accident, injury or health problem which may arise from any volunteer work I perform for the organization. I agree that all the work I do is on a volunteer basis and I am not eligible to receive any monetary payment or reward. I affirm that the facts set forth in this application are true and complete.*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

VI. Organizational Structure



## **Leadership**

Every leader brings different strengths to the team. According to the Clifton Strength Finder, there are many different leadership qualities; all of them have something positive to contribute and are needed on a team. At NAZDC, there are three that stand out as being essential to working with young adults aging out of foster care. The first characteristic is to have a restorative mindset. Someone who embodies this trait loves to solve problems and see seemingly impossible tasks be accomplished (Winesman 132). Problem-solving is a daily task for the team at NAZDC. Each resident that walks through the doors has different needs and different strengths. Therefore, this program is to act as an outline, or structure that can be adjusted to fit the individual needs of each resident. Thus, the day to day work shifts daily, and new challenges present themselves frequently. Being a problem solver is crucial because it is at the foundation of what is done with the residents at Northern Arizona Dream Center.

The next characteristic is to be a relator. A relator is someone who finds “profound satisfaction from working hard with friends to accomplish an important goal” (Winesman 128). There is a saying that goes, "it takes a village to raise a child." Even though NAZDC is dealing with young adults, this statement holds. Most of the residents have never had a consistent support system, so when they enter the program, within the first week, they are introduced to the house coach and their mentor. Both people work closely together to walk the resident through the program. In addition, the mentor and house coach work with the mentor coordinator and program director to further ensure that the needs of the resident are being met and the resident has opportunities to grow. As leaders, in addition to empowering the residents, they know that transformation is not possible without a team. Therefore, they aim "...to empower a small group of actors to enhance their contribution and build a collaboration system into a community for



change" (Kuenkel 128). What is done requires teamwork, and every victory, no matter how small, is a result of the combined effort of everyone involved.

The third attribute is belief. Belief is a trait that describes someone who is motivated by their values (Winesman 77). Northern Arizona Dream Center is a faith-based organization that aims to provide housing with accountability, which is a practical solution for young adults aging out of foster care. However, the staff is not only motivated by the need, but by the love of Jesus. Jesus went to the cross so that we could know a fulfilled and blessed life. Out of the love that was lavished on us, we pour out our love to others (John 4:19 NLT). In a success-driven world that is defined by numbers, the team at NAZDC dares to see success differently. The program defines success as lives transformed from merely surviving to thriving. Beyond helping young adults establish stable lives, they do what they do because they believe that God's heart for their residents is that they would have a full and blessed life. At the end of the day, if the residents can come to know that they are valuable and worthy of putting effort into themselves, then they feel they have done what they have been asked to do. Along the way, there is a hope that the residents come to know and accept Christ as their Savior. Not because it was forced upon them, but because they get a glimpse of the love he has for them. Above all, the program aims to expose residents to the heart of the Father who loves them more than anyone ever could and wants to be a part of their life. As a team, they are motivated by their values and serve tirelessly because of what they believe.

The best way to lead is through servant leadership. As one who follows Jesus, I am called to live a life that exemplifies Jesus. This does not call for one to live a perfect life, for this is impossible without Christ. To live a life that exemplifies Christ is to serve others. Beyond not asking others to do what I would not do myself; servant leadership is a lifestyle. It's choosing to

create a life based on the betterment of others. Kyle Idleman, the author of *The End of Me*, wrote, "...loving others— isn't an occasional option; it's a way of life that casts its influence over every day. It's God's way of ushering in his kingdom, house by house, Walgreens by Walgreens, face by face, moment by moment" (211). Who better to model our actions after than the One who started it all? To live this out, to truly bring hope and love to a broken and hurting world, loving others is non-negotiable—this the foundation for our leadership and our residential program.

Finally, helping young adults who have aged out of foster care is not easy work. On the contrary, this work is what I call "messy". To work in a field such as this, it is almost required that this be a part of one's vocation. Vocation, as defined by Parker Palmer, is "...at its deepest level...' This is something I can't not do...'" (25). He continues with, "True vocation joins self and service...the place where your deep gladness meets the world's deep need" (Palmer 16). Vocation is something that asks for everything you have while giving you more than you could ever hope for. The daily tasks that contribute to helping these young adults succeed can be monotonous and repetitive. It may not feel like much is being done by providing transportation to a doctor's appointment, or by having "family dinner" nights. It may not feel like the program is adequate when a resident continues to struggle to hold down stable employment. It may not feel like a difference is being made when a resident gets resists accountability. However, in hindsight, it's those moments that felt worthless, that speak the loudest. Sticking with residents through thick and thin requires whole-hearted buy-in to "what could be" despite "what is." This type of tenacity and resilience is a result of following one's vocation. Residents deserve it, and the ultimate goal demands full engagement and investment from anyone working in this field.

Roles:

**Board of Directors:**

Pray regularly for board members, the staff, volunteers, and the programs of Another Journey.

Faithfully prepare for and attend all meetings of the board (monthly meetings and other meetings as needed) unless hindered from doing so by a compelling reason such as illness or necessary travel. Notify the board chairman of absences in advance, if possible.

Set organizational policy. Approve and monitor annual budget. Develop and review the mission and vision statements of Another Journey Inc.

Help establish the strategic plan and monitor progress.

**Alisa: Founder-President**

Prepare board meeting agenda, ensure minutes and financials are ready, lead board meetings, maintain records of board members, maintain record of meeting minutes, oversee financials, preparation of 990, plan Christmas party, buy lunch for meetings

TV and Radio appearance, and assistance with content for print

Meet with ministry networking parties

Lifepointe liaison for church land development

Lifepointe liaison for NAZDC

**Amy: Founder -Director**

Events Director

Guide the development of fundraising events

Attend community networking events to include memberships at Chambers for both Prescott and Prescott Valley, Prescott Women Who care

Provide oversight and approval for all print materials

Heights liaison for NAZDC

**Macy: Resident Program Coordinator and Communications Director**

Develop Client curriculum with Cathy input

Return voicemails emails for program applicants

Meet monthly with girls in home, review accountability docs

Develop marketing materials

Develop all media, Facebook, website, twitter, newsletter

Send tax receipts to donors, write monthly checks for program expenses

Attend community networking events to include Prescott Women Who care

Provide Monthly Report to Board of Directors

**To-be Filled: Volunteer and Mentor Director**

Participate in initial resident interview

Develop Mentor curriculum with Macy input

Recruit, interview, vet, train mentors/volunteers

Pair mentors with residents

Mentor Continuing Education with trauma Informed Care

Return emails voicemails of interested volunteers

Meet Monthly with house parent, updates, review accountability docs

Provide Monthly Report to Board of Directors

## **VII. Including the Christian Church in Transformative Efforts**

In a world that lives divided, living as a person of faith requires that one be willing to live life in paradox. As the world grows smaller under the pressure of globalizing trends, it is more crucial that faith-based problem-solvers wrestle with the complex social and economic issues that face society. This is no easy task as navigating these complex issues, such as homosexuality and racial reconciliation, as it often creates stigmatized groups and polarized perceptions of solutions. Now more than ever, it is imperative that those in the religious sector engage these tough questions so that they can live in a way that exemplifies their beliefs.

A significant change that needs to happen within the Church is a redefinition of the way it perceives those who are outside of the faith and revamp methods of outreach. Today, it seems that the Church, on a global scale, has become content living on the fringe, in the shadow of irrelevance. Instead of being compelled by the Gospel to bring the Kingdom of God to the planet, they have stayed inside four walls, fearing the sin in the world. It seems that the Church has forgot that when Jesus died on the cross, it was done so that they might boldly venture outside of the walls and extend the same love and grace that Christ lavished upon them. The Church must realize that, “Where and how we love affects what we see and how we understand, and the social location of the poor in many ways enables them to see truths in the Bible, and therefore in human life, that others in more prosperous social locations might miss or ignore altogether” (Groody 1278). When the time is taken to understand scripture from an unbiased perspective, it becomes clear that there is so much more than what western culture has reduced it to. Scripture should not create a comfort zone for Christians to hide in, but it should be a source that challenges them to live differently, to see the Gospel differently. From what I have observed in the Christian Church of America is that there is an underlying fear of losing a perceived righteousness, which is

associated with security for eternal life. When the Gospel is reduced to a safety net for self-righteousness, the result is a mediocre attempt at sharing an authentic Gospel. Instead, the Church should be the front leader in standing up for human rights and providing sanctuary to those who need shelter and refuge. Has it been forgotten that righteousness is not in what “I can do for others?” Isn’t righteousness a result of what Jesus already did on the cross? He died on the cross, not for comfort, but that all may have access to a relationship with him. Righteousness, which is secured by the process of sanctification, is more than becoming “good.” Sanctification is about being made in the image of God, compelled by mercy, and transformed by grace. God’s desire for wholeness is not because he wants perfect children, but because he desires the best for his children. If the Church wants to be what the Church was established to be and if it desires to be a part of creating change, then it must truly live, act, and speak as Jesus did. It starts with one simple concept, hospitality.

In the words of Beck, “In hospitality, the stranger is welcomed into a safe, personal, and comfortable place, a place of respect and acceptance and friendship” (124). There is an overwhelming need for people of all backgrounds to have a place of refuge and belonging. Based on the writings of the Apostles, the Church is not a building, but a movement of people who genuinely care for one another. Acts 2:44-47 reads:

And all the believers met together in one place and shared everything they had. They sold their property and possessions and shared the money with those in need. They worshiped together at the Temple each day, met in homes for the Lord's Supper, and shared their meals with great joy and generosity, all the while praising God and enjoying the goodwill of all the people. And each day the Lord added to their fellowship those who were being saved. (NLT)

The Church must decide whether it wants to be a museum of commodities or a hospital that triages the deepest wounds and provides a place for healing. The Church must be willing to welcome everyone in, regardless of their opinions, lifestyle choices, and appearances.

On the other side, there is a need to have boundaries. Miroslav Volf explains how boundaries are essential, but there is a difference between allowing boundaries to be exclusionary or differentiating. The societal culture of the United States has too closely related these terms. Boundaries are clearly needed, as “The absence of boundaries creates non-order, and non-order is not the end of exclusion but the end of life” (63). The art of living with healthy boundaries is not allowing them to elevate one over the other. Boundaries are necessary, and those who identify as being Christ-followers need to learn how to create them in such a way that it enhances life, while simultaneously allowing them to bring people in instead of keeping them out. The perception of the “unclean” and “lost” people must shift from exclusivity to inclusivity, believing God to do the redemptive and restorative work that only he can do.

Finally, there needs to be a realization that Jesus established the Church to be the physical extension of hope. What the Church has to offer is a hope that surpasses anything this world can offer. At the core of brokenness is an identity of poverty. Poverty is not only a lack of material wealth but a lack of emotional and spiritual stability. In his article “The Church and Transformational Development”, Bryant Myers states that “...all manifestations of poverty have their roots in relationships that do not work for human well-being” (64). These relationships are not just relationships with other people, but with their community, environment, and God. Ultimately what “...distorts and bends relationships in ways that create the myriad expressions of human poverty in its material, social and spiritual forms” is sin wreaking havoc on broken people (*Walking with the Poor* 64). By this line of reasoning, to truly address brokenness at its

core and be a part of transformational development, the Church must engage poverty on every level of humanity, which includes spirituality. In Myer's book, *Walking with the Poor*, he addresses that as of now, in this modern era, the Church is trying to fix problems without adequately addressing the root causes. As a culture, heart issues are addressed with modernity, which, "...sets its hopes 'in the twin strategies of social control and rational thought', neither of which has power over evil" (*Walking with the Poor* 149). The Church is uniquely equipped to deal with poverty because dealing with sin, or brokenness is engrained in the very nature of God and his call on his people to care for the exploited and abandoned. In the Old Testament book of Proverbs, the author writes "Don't cheat your neighbor by moving the ancient boundary markers; don't take the land of defenseless orphans. For their Redeemer is strong; he himself will bring their charges against you" (Prov. 23:10-11 NLT). God's justice will prevail against sin, and his heart is for those who are lost and feel broken.

If the Church, can shift its perspective from the mainstream understanding of brokenness as being materialistic, but being a result of our broken relationships, then it will be able to step into the role the Church was ultimately meant to play in the grand scheme of humanity. Based on the equation that Myers provides in "The Church and Transformational Development", transformational development is a result of changed relationships and changed people. He further defines that to change these two things, the unique identity and vocation of people must be restored (65). Both of which are deeply rooted within the soul, and most often cannot be addressed through social services and public welfare programs. The Church is uniquely equipped to deal with poverty in such a way that it brings about transformational development because the Church is holistic. Mind, body, soul, and spirit are all addressed within faith, and to see real alleviation from deep brokenness and despair, one must be transformed from the inside out.



Figures

Figure 1. Support Systems Young Adults Have Aging out of Foster Care

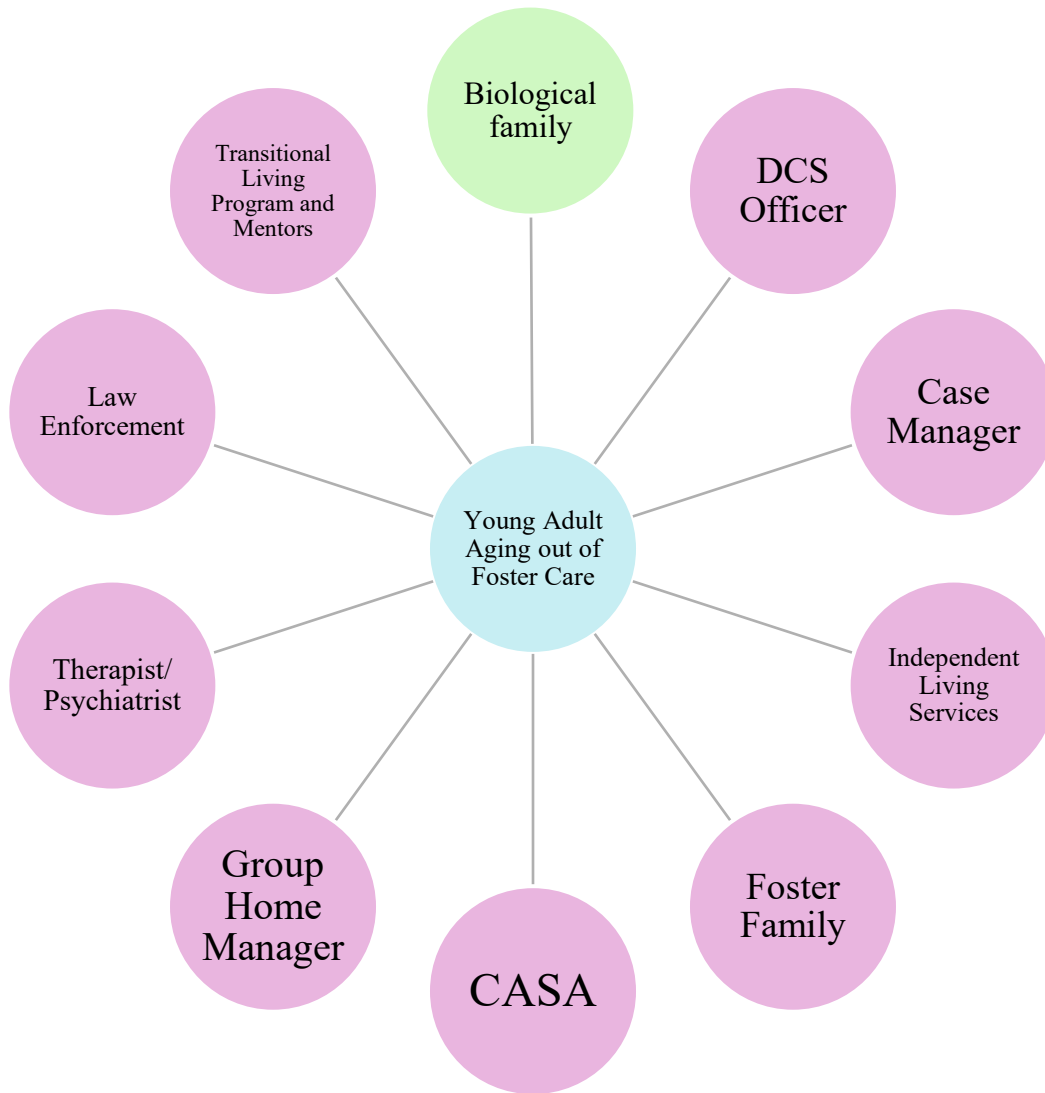


Figure 2. NAZDC Problem Tree

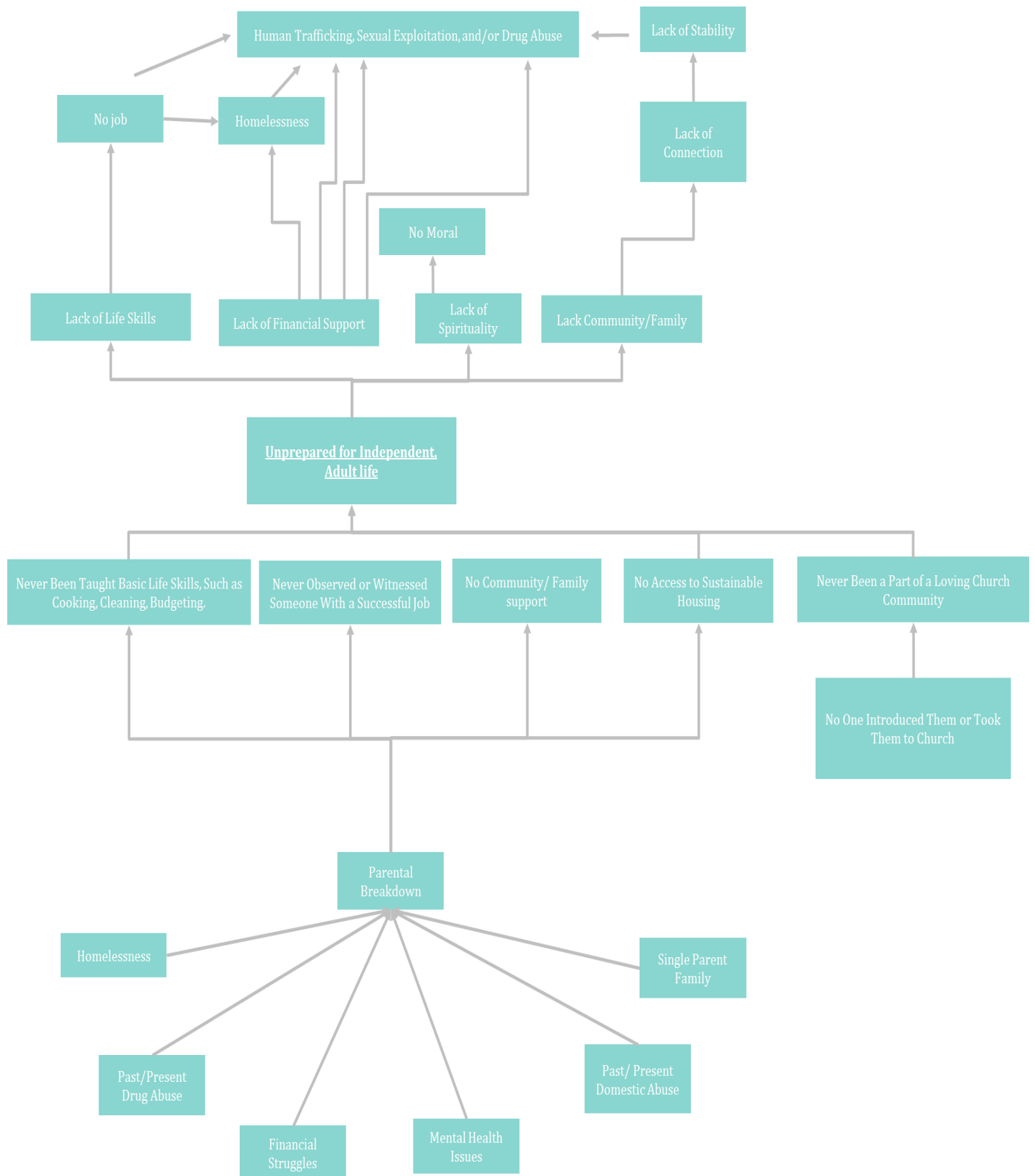
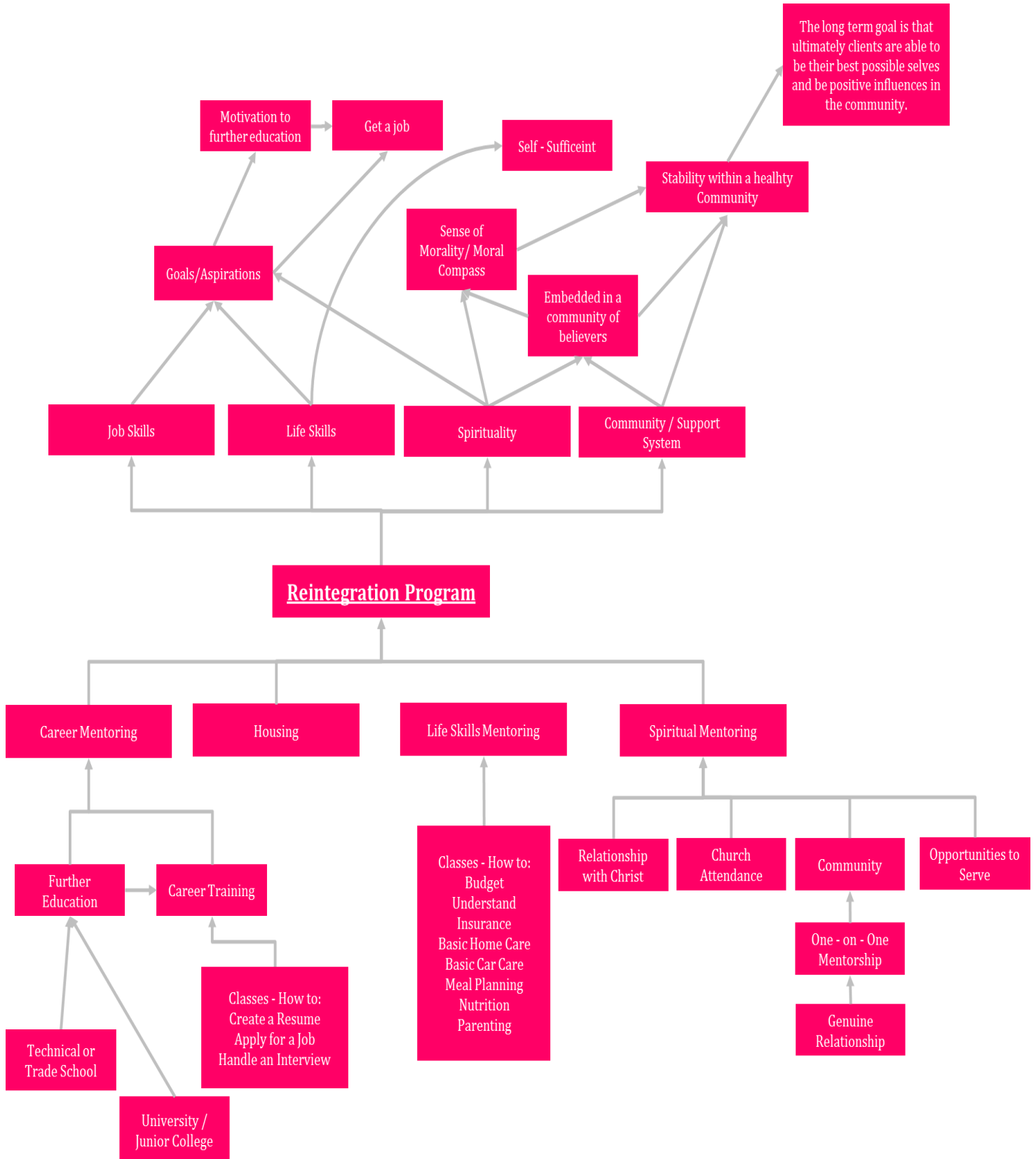


Figure 3. NAZDC Objective Tree



## Tables

Table 1. Outcomes of Young People with Foster Care Experience, Compared to the General Population

<b>Life Outcomes</b>	<b>Youth Involved with Foster Care</b>	<b>General Population</b>
<b>Graduate high school by age 19</b>	58 percent	87 percent
<b>Earn a college degree by age 25</b>	<3 percent	28 percent
<b>Employed at age 26</b>	46 percent	80 percent
<b>Eligible for employer-provided health insurance</b>	51 percent	79 percent
<b>26 years-old who earned any income from employment during the previous year</b>	70 percent	94 percent
<b>Have their own residence at age 26</b>	9 percent	30 percent
<b>Experience at least once economic hardship, such as not enough money to pay rent, utility bills, or phone bills</b>	45 percent	18 percent
<b>Women who reported that they had ever been diagnosed with a sexually transmitted infection (STI) by age 26</b>	44 percent	23 percent
<b>Men who reported that they had ever been diagnosed with an STI by age 26</b>	18 percent	11 percent
<b>Females who had been arrested since age 19 by age 26</b>	42 percent	5 percent
<b>Males who had been arrested since age 19 by age 26</b>	68 percent	22 percent
<b>Females who had been convicted of a crime since age 19 by age 26</b>	22 percent	3 percent
<b>Males who had been convicted of a crime since age 19 by age 26</b>	48 percent	11 percent
<b>Females who had been incarcerated for a crime since age 19 by age 26</b>	33 percent	3 percent
<b>Males who had been incarcerated for a crime since age 19 by age 26</b>	64 percent	9 percent
<b>Average earnings of and employed 26-year-olds</b>	\$13,989	\$32,312

(Fryar 5-6)

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