



2020 Annual Report

Includes most PQI/RPM and Strategic Plan Metrics



2020 -- An Emotional and Operational Roller Coaster Ride

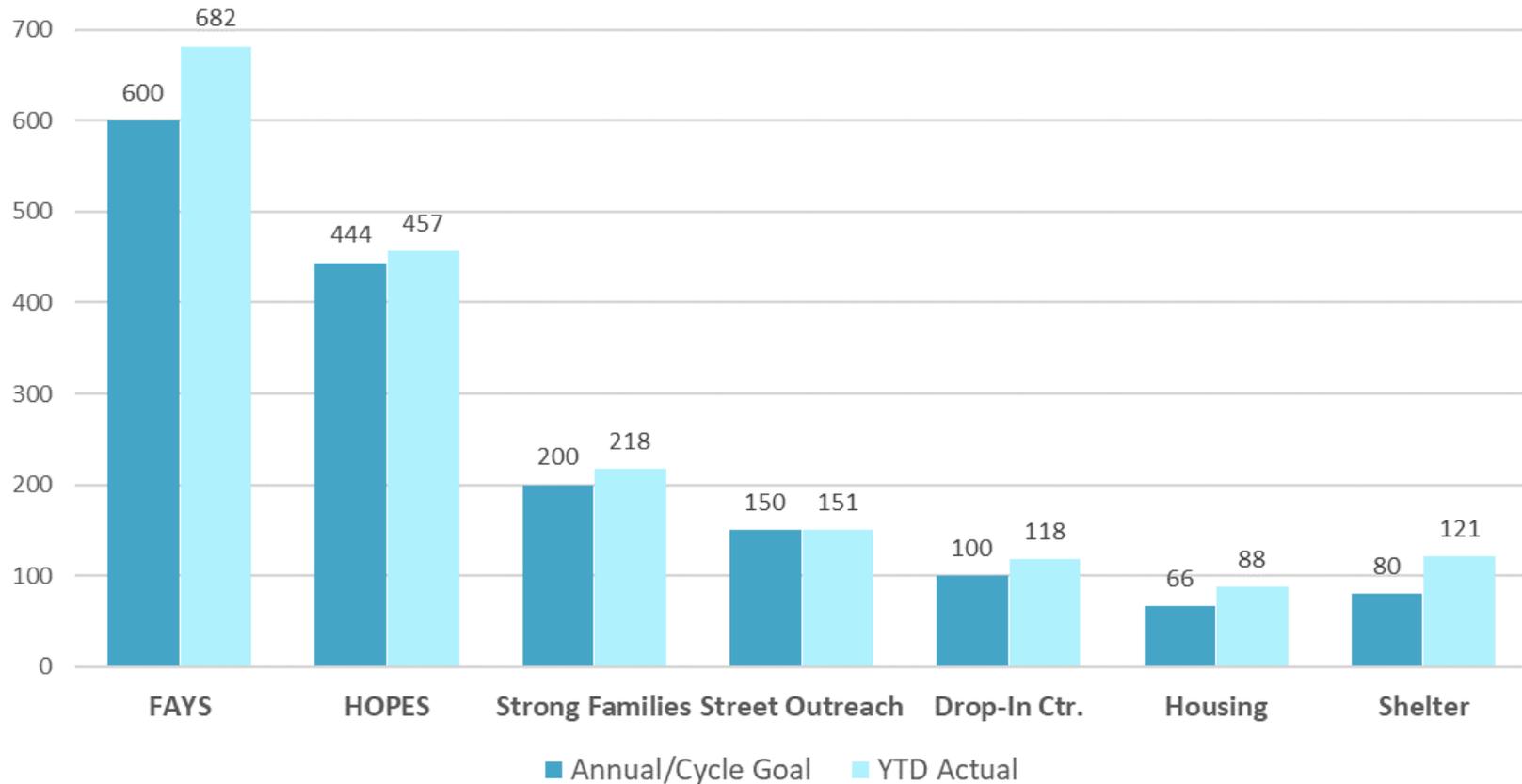


- Achieved accreditation through the Council on Accreditation.
- COVID-19 had a massive impact on the organization and clients.
 - Rapid organizational budget, policy, service delivery, outreach, onboarding, and procedural shifts were needed to help children and families through the pandemic.
 - Delivered meals and/or grocery vouchers to hundreds of families destabilized by the pandemic.
 - The agency received excellent support from funders in flexibility and, in a few cases, supplemental funding to respond to the pandemic.
 - Spent/leveraged/raised/accessed more than \$500,000 in resources to meet community needs.
 - No community spread of COVID-19 on campus.
 - Programs were still able to meet or exceed goals in numbers of clients served through the numerous adaptations devised staff and informed by local and national health experts.
 - Staff resiliency and energy levels were sorely tested in order to achieve at the same or higher levels under the strain of the pandemic.



Number of Clients Served

Program Goals/Actuals End of Grant Cycles Fall 2020





Traditional Foster Care

- Program Director transition
- No findings of abuse in any foster homes
- Modest growth in number of homes
- Positive responses on client surveys, but low survey participation (7 out of more than 50 children who were in care).
- Several successful licensing visits, but numerous administrative errors on visit from contract monitor.

Specialized Foster Care

Foster parents receive additional training on working with survivors of sex trafficking/exploitation. Some foster parents are full-time salaried exempt staff members.

- Served targeted number of youth
- Needs more foster homes opened

“This has been the best placement I’ve ever had.”

— Client Survey Quote





Counseling & Support

Family and Youth Services (FAYS) Program

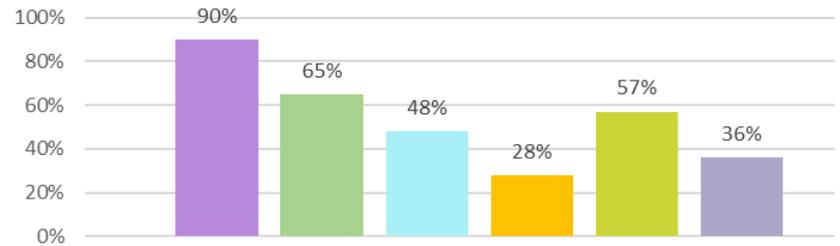
Focuses on child abuse prevention through counseling, psychoeducational classes for youth and parents, and family engagement in activities.



Making a Difference

Pre-/Post-Test Results on Protective Factors Survey

327 Respondents



- Improved in at least 1 Protective Factor
- Improved in Family Functioning
- Improved on Perception of Having Social Support
- Improved Knowledge of Concrete Supports
- Improved on Nurturing and Attachment
- Improved Knowledge of Child Development and Parenting

- Program met or exceeded all funder-required expectations.
- Earned additional money – exceeded initial contract targets.
- Most services in 2020 were provided virtually.

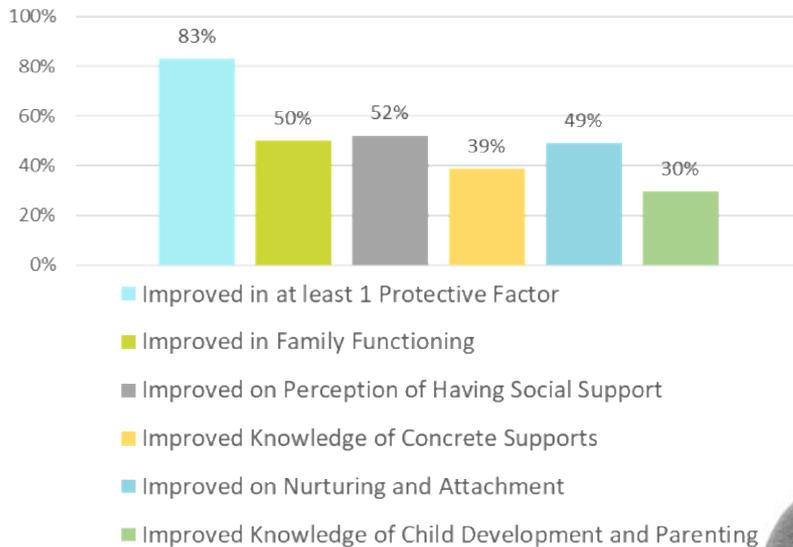


HOPES Program

Focuses on early childhood supports to prevent child abuse. Includes counseling services provided at EP Center for Children, as well as case management and in-home or small group parenting classes provided by sub-contracting partners United Way and Paso del Norte Children's Development Center.



Early Childhood Pre-/Post Test Results
Protective Factors Survey -- 142 Respondents



- Exceeded number of clients required to be served.
- Was a little short on targeted number of surveys administered.



Strong Families – Community Change Initiative

Federally-funded pilot program to build community collaboration focused on preventing child abuse in targeted zip codes and for military families.



- Exceeded contractual expectations on service delivery.
- Implemented new strategies to successfully engage additional partners in providing services.
- Developed Family Advisory Council and Strong Families workgroup with parents, corporate, government, and nonprofit representatives.

Strong Families Community Change Initiative Client Feedback Survey





Youth Outreach and Housing Division



Youth Outreach & Housing Division

Focuses on services for runaway or homeless adolescents and young adults at risk of victimization.

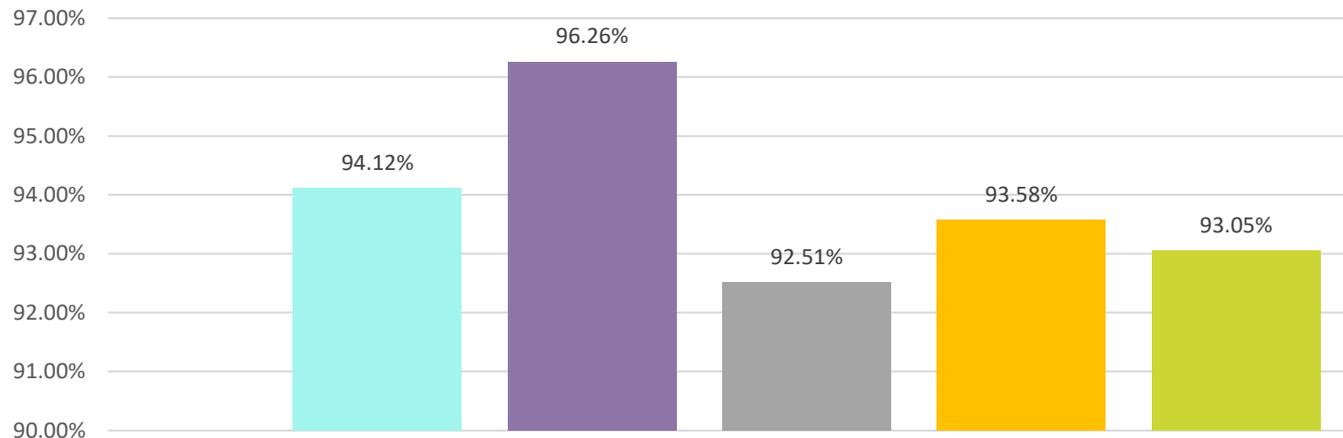


- ✓ **Street Outreach Program** – met contractual expectations
- ✓ **Drop-In Center** – exceeded contractual expectations
- ✓ **Rapid Rehousing** – exceeded contractual expectations
- ✓ **Transitional Living Program for Female and/or LGBTQ+ Young Adults** – met targeted number of clients served, but was interrupted on implementing the Open Table model due to the pandemic

This division received substantial additional resources in 2020 to house young adults experiencing homelessness due to COVID-19. The intense ramp-up in service delivery was a challenge the team welcomed.

Drop-In Center

2020 was the first full program year for this unique space designed to welcome, assess, and support youth up to age 24 who needed help finding shelter or housing, accessing food, showers, or other basic needs. Because of the pandemic, this space was utilized by more youth than anticipated – some guests came back more than 10 times!



Drop-In Center Survey Results

187 Respondents

- My basic needs of shelter, clothing, food, and safety were met while in the center.
- Center staff understand me and respond to my questions/concerns with care and patience.
- Center staff and I have developed helpful safety plans and goals and update them when I am here.
- Center staff encourage me to look towards the future and reach my goals.
- I feel like I can come back to the drop-in center at any time.

Favorite client survey responses to “What does having access to the drop-in center mean to you?”

“Having access to the drop-in center means having someone to talk to. Somewhere to go when you need to clear your head and your thoughts.”

“Having a place to wash clothes, eat and drink food/water. A place to feel comfortable and safe.”





Youth Emergency Shelter



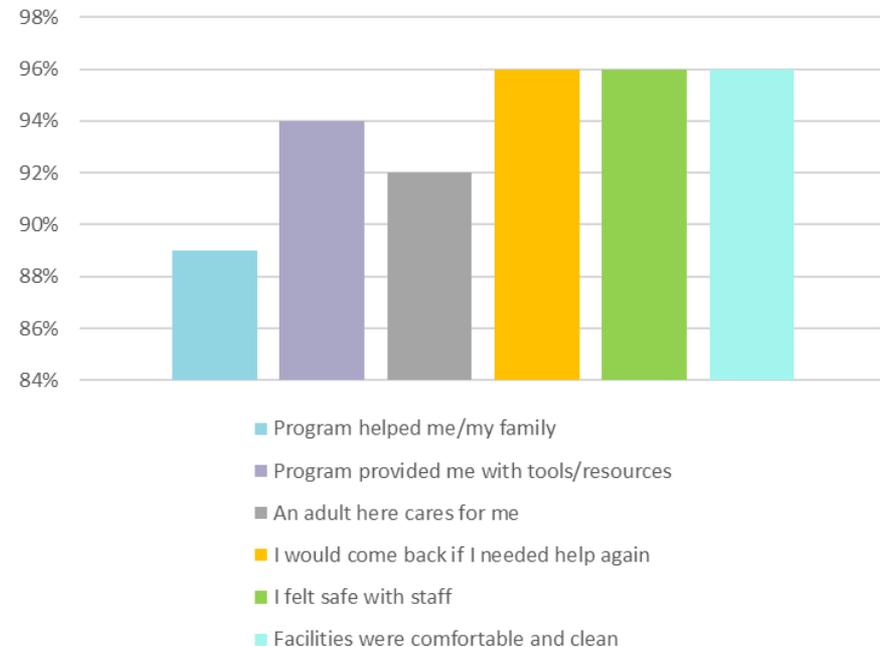
Youth Emergency Shelter

Focuses on services for runaway/homeless youth and youth who need a place to stay in between foster care placements. Serves male/female/other youth ages 11-17.

- Pandemic had a substantial impact on operations and staffing.
- Capped capacity at 6 to keep youth in solo bedrooms during pandemic.
- Staff continued to house and care for children even before PPE was available.
- Had some minor licensing findings.
- Developed goal to move to an alternate building on campus to allow more solo bedrooms and increase capacity. Money was raised/granted and modifications to the alternate building were underway to meet licensing requirements at year-end.

Client Experience Survey Results

477 Respondents





Administration



Finance

- 2020 income was \$6,700,832 and expenses were \$6,324,944 (draft – not all adjusting entries have been completed).
- Changes in service delivery and influx of resources to meet community need meant accounting team exhaustively reworked project budgets numerous times.
- There was a 90% on-time rate for reports to funders.
- 100% clean audits

Campus Maintenance

- 100% maintenance requests addressed within 72 hours
- Shelter relocation started fall 2020:
 - Completed upgrades to fire system
 - Pending HVAC upgrades
 - Pending licensing inspection

Administration

Risk Prevention and Management

- There were no (zero) safety incidents related to the campus facilities.
- Aggressive safety protocols, PPE, and shifting appropriate programs to virtual service delivery resulted in no (zero) cases of community spread of COVID-19 among staff.
- Violations on foster care contract regarding administration/documentation of client medication by foster parents in December.
- Foster care staff completed 100% file review of medication logs and scheduled retraining for foster parents to take place in January 2021.
- Financial risks to shelter due to reduced capacity were somewhat mitigated by CARES Act funding. Looking forward, the move of the shelter to increase capacity will reduce the same risk in 2021.
- Resources were dedicated from grants and/or secured to expand work with a creative media firm to aggressively develop messaging and promote services through our website and social media. This helped the general public know how the Center could support families during the pandemic, while serving the dual purpose of protecting the agency from failing to meet contractual obligations/goals on government-funded projects.

Administration

Board Survey

- 100% Participation Rate

	Board Survey 2020	Average
The Board understands its roles and responsibilities.		91%
The Board understands the Center's mission and programs.		100%
The Board gives adequate attention to strategic planning.		95%
Committees of the Board are active and responsible for their work.		100%
The Board receives regular reports on finances, programs, etc.		100%
The Board is reasonably involved in community and special events.		95%
The Board evaluates the CEO and has approved personnel policies.		94%
The Board has the necessary skills and diversity to perform its job.		95%
The Board and CEO have a collaborative and effective relationship.		100%
Board meetings are well run and focus on important matters.		100%
Board members regularly attend meetings.		73%
The Board receives notices of meetings and minutes in a timely fashion.		100%

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Human Resources

- Clean HR file audits
- 100% compliance with training requirements

Annual Staff Survey

- 100% **proud** of quality
- 96% culture is **fair** and **empowering** and satisfied with jobs, wages, and benefits
- 77% feel **low** frustration at work
- 97% feel work gives them **opportunities** to learn and process stress of job
- 94% feel supervisors **include** and **value** them



Administration

Sample Staff Survey Responses/Suggestions

- Staff feel all agency programs should be bigger
- Counseling and family support staff want more training on grief counseling and how to connect with clients virtually.
- *“I think the agency has been a great employer to work for with plenty of opportunities and flexibility. My suggestion is just continue doing the same.”*

COVID-19 Specific Employee Feedback

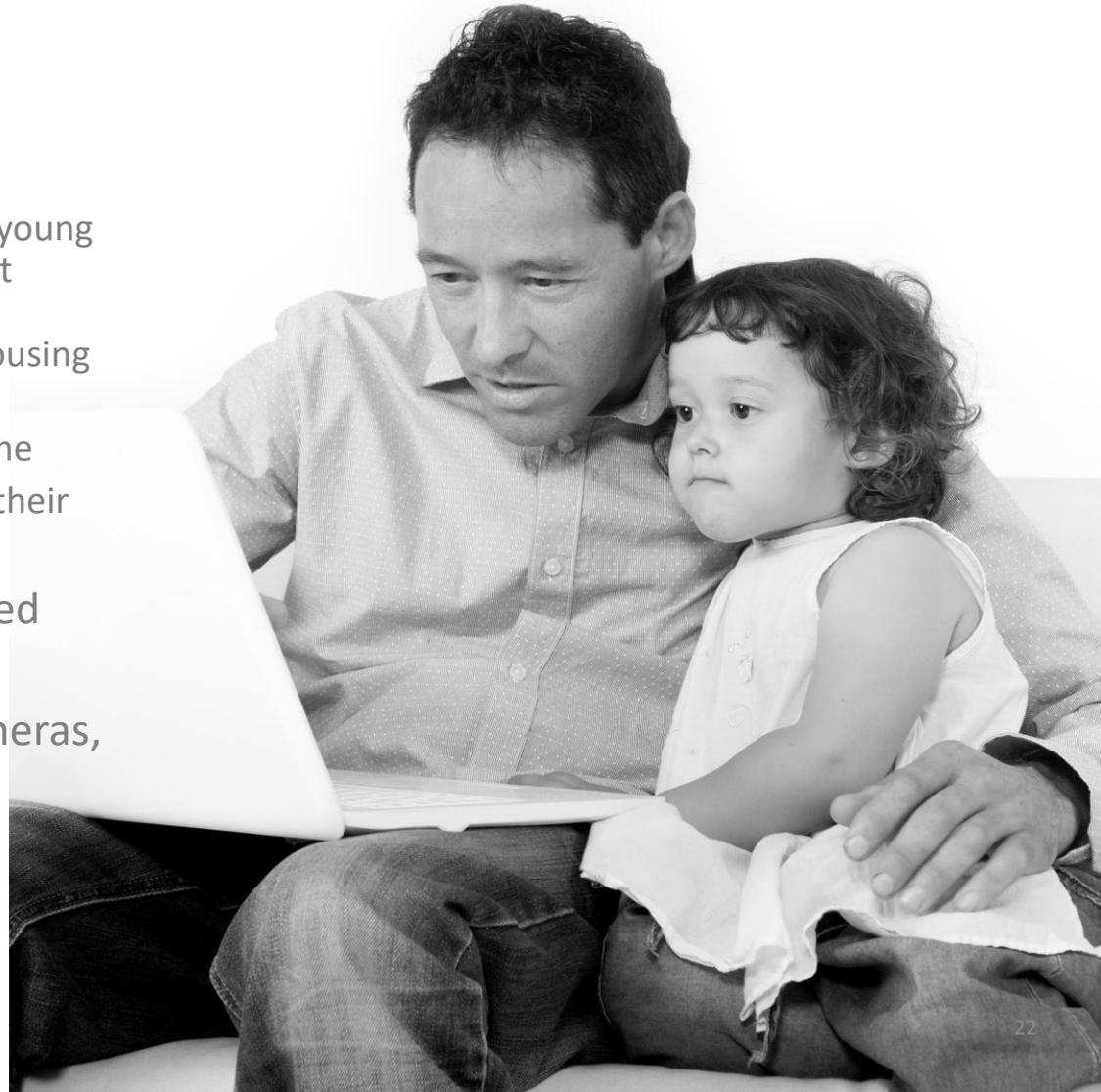
“We have been provided with the resources we need to conduct business in a new way. The safety of both clients and staff are clearly the priority.”

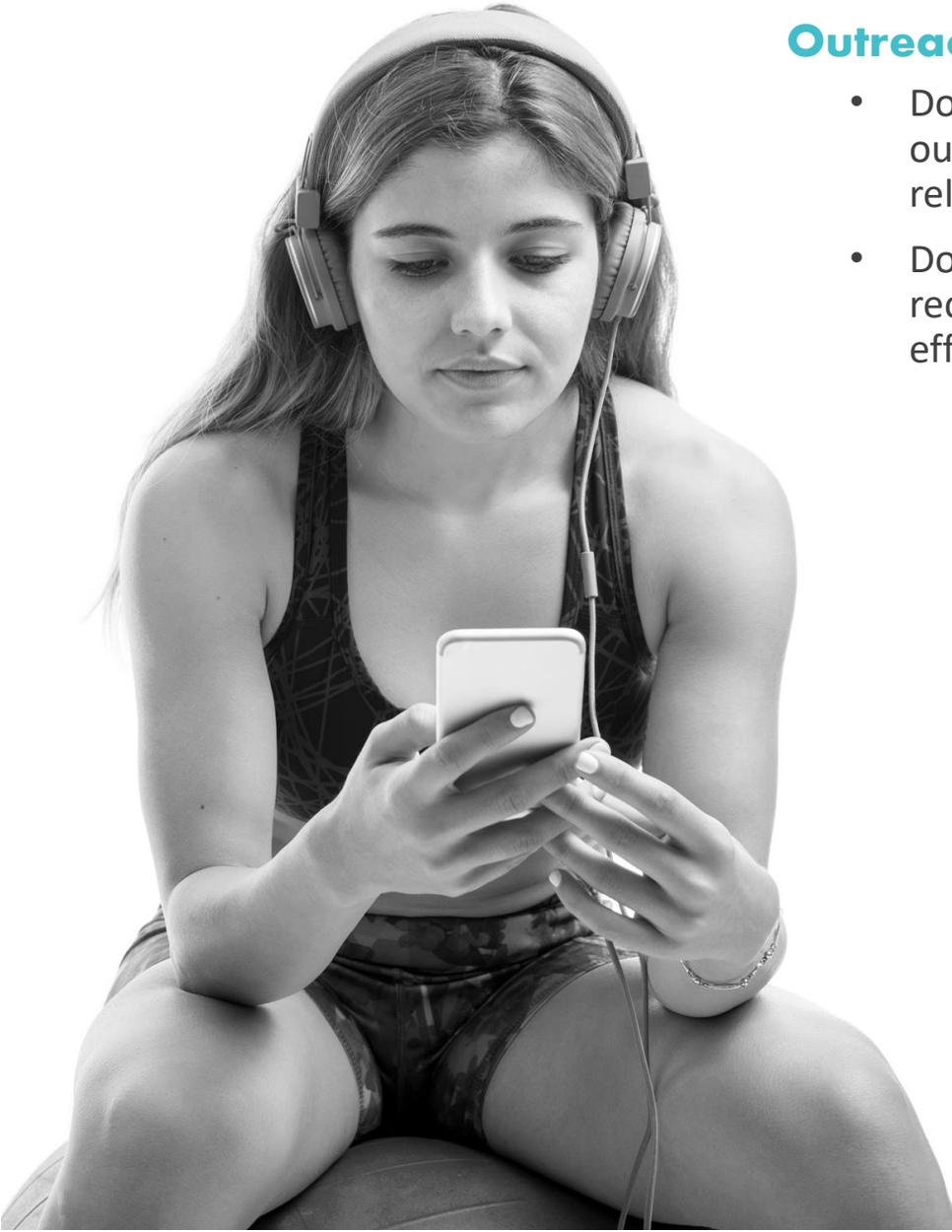
Despite all precautions, staff expressed big concerns about the future of the Center during COVID-19. They expressed concern about infection, about staff retention, about potential staff shortages, about having enough time and resources to meet client needs, about reductions in funding because of the deficit, and about the challenges of relying on technology for team and client communication.

Administration

Information Technology

- 100% clean funder audits
- Transitioned to on-line service delivery:
 - Children, parents, foster parents, young adults were able to access support virtually for counseling, case management, basic needs, and housing assistance
 - Majority of staff worked from home
 - Many staff were home-schooling their children while working
- New timekeeping system selected
- Technology purchases due to pandemic included laptops, cameras, headsets





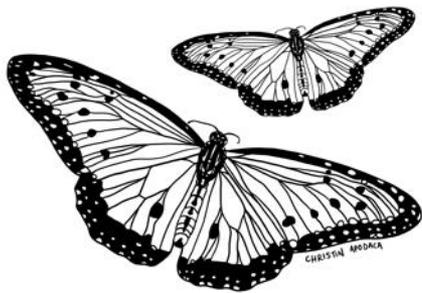
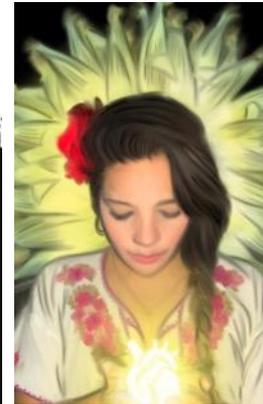
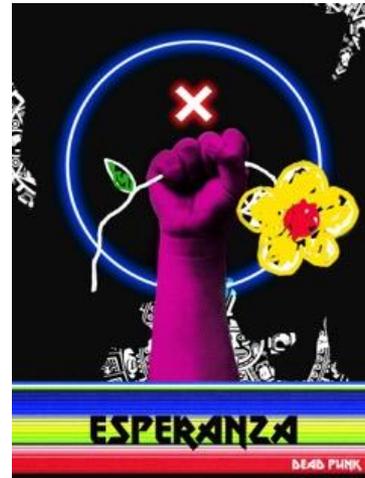
Outreach and Engagement

- Donor database maintained and donor outreach secured portion of shelter relocation budget
- Dollars secured to assist with virtual recruitment in lieu of traditional outreach efforts
 - Refreshed digital face of the agency:
 - *New website*
 - *New “Chat” feature had instant response*
 - *New ad templates*
 - *Facebook live hosted several times*
 - *Twitter, Facebook, and Instagram followers have grown*
 - *Several successful targeted recruitment “campaigns” hosted*
 - *New program and general agency videos developed/underway*
 - *Street “ARTreach” campaign hosted with support from local artists*

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Outreach and Engagement -- Street ARTreach Event:

- Commissioned 5 Local Artists
- Artworks were projected in three different locations downtown including the County Jail and Abraham Chavez theater
- Event was promoted on multiple social media channels and covered by numerous media outlets



Administration



Looking Forward

We plan to stay true to our mission to empower youth and families to brave adversity and conflict through constantly evolving, innovative, programs in order to co-create a brighter future.



- Thanks to a grant from Paso del Norte Health Foundation, the center is working closely with Meadows Mental Health Policy Institute to craft strategies that analyze and plan potential organizational responses in different pandemic recovery scenarios. This work will inform overall strategic planning for the agency for the next 2-3 years.
- As the projections for social distancing and masking continue into 2022, the Center will be looking at ways to safely normalize service delivery so that families have more options for in-person services.
- The State of Texas has a shortage of foster homes – this is a chronic issue. However, the State is now in crisis due to new unfunded mandates from the federal Family First Prevention Services Act and orders from a judge on a federal lawsuit against the Texas Child Protective Services division. The agency will be working to grow the number of foster homes, but is also continuing its work on quality improvements anticipated to meet these new requirements. The next two years are critical for our Foster Care Program.
- *The pandemic will have a long-term impact on our community. The Center is committed to its mission and will, where opportunities are substantial and relevant, continue to evolve programs to meet the needs of our children and families.*

Administration

Partners and Funders

The El Paso Center for Children relies on numerous individuals, community organizations, state, and national partners and funders to carry out its work. These serve as thought partners, referral sources, donors, advisors, sources of interns, partners on grant-funded projects, and friends when our agency and/or clients have unique needs. In 2020, this support was more critical and meaningful than ever. We may have accidentally left some important colleagues/entities off this list and we did not list individual donors to protect their privacy, but if you worked with or supported us on any level, please know we appreciate you.

Bath Group, Inc.
Candlelighters
Canutillo Independent School District
Center for Children Family Advisory Council
City of El Paso Department of Community and Human Development
Clint Independent School District
Communities in Schools
Department of Homeland Security
El Paso Center for Children Board of Directors
El Paso Child Guidance Center
El Paso Coalition for the Homeless and the CoC Board
El Paso Community Foundation
El Paso Disposal
El Paso Electric Company
El Paso Independent School District
El Paso Police Department and Academy
El Paso Rotary Club
Emergence Health Network
Family Leadership Council
Ghostlight Creative
Gibson, Ruddock, Patterson, LLC
Helix Solutions
El Paso County Juvenile Probation Department
Karyn Purvis Institute of Child Development
Lauterbach, Borschow & Company
MIMCO
National Safe Place
Paso del Norte Children's Development Center
Paso del Norte Community Foundation
Paso del Norte Health Foundation
San Elizario Independent School District
Southwestern Children's Home Trust and Board of Trustees
Texas Alliance of Child and Family Services
Texas Children's Justice Act Task Force
Texas Department of Family and Protective Services, Prevention & Early Intervention and Child Protective Services
Texas Center for Child and Family Studies
Texas Department of Housing & Community Affairs
Texas Institute for Child and Family Wellbeing
Texas Network of Youth Services
Texas Office of the Governor Child Sex Trafficking Team and Criminal Justice Division
Texas Tech Child Psychiatry Access Network
TJ Holder Fund
U.S. Administration for Children, Youth, and Families, Family & Youth Services Bureau
U.S. Department of Health and Human Services
U.S. Housing and Urban Development
United Way of El Paso County
University of Texas at El Paso
Walter Hightower Endowment Fund
Walmart
Ysleta Independent School District
Numerous Individual Donors

