



2021 Annual Report

Includes most PQI/RPM and Strategic Plan Metrics



2021 Notes



- Turbulence due to the pandemic began to settle by the end of 2021.
- Increased labor market costs made recruiting and hiring staff more costly and challenging.
- Leadership team members and the Board of Directors engaged in deep strategic planning processes with a focus on recovering from the pandemic and improving organizational resilience.
- Funding became available with short notice to serve a burgeoning population of homeless youth.
- The agency received supplemental funding in two prevention programs to provide unique service expansions, both of which include meaningful and strategic work on Diversity, Equity, and Inclusion.





Foster Care

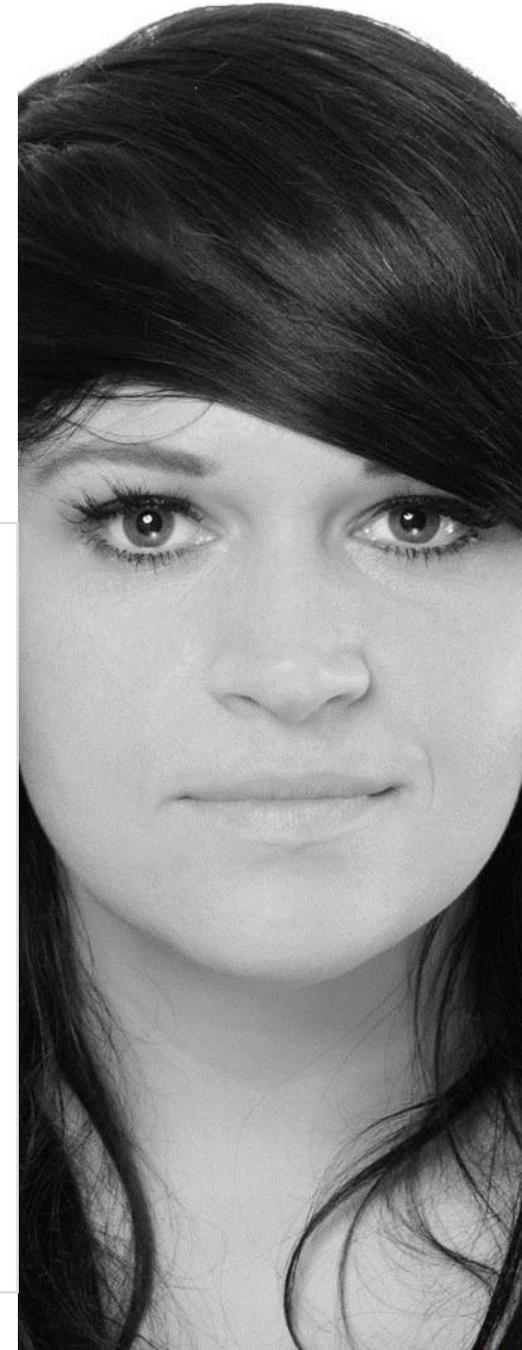
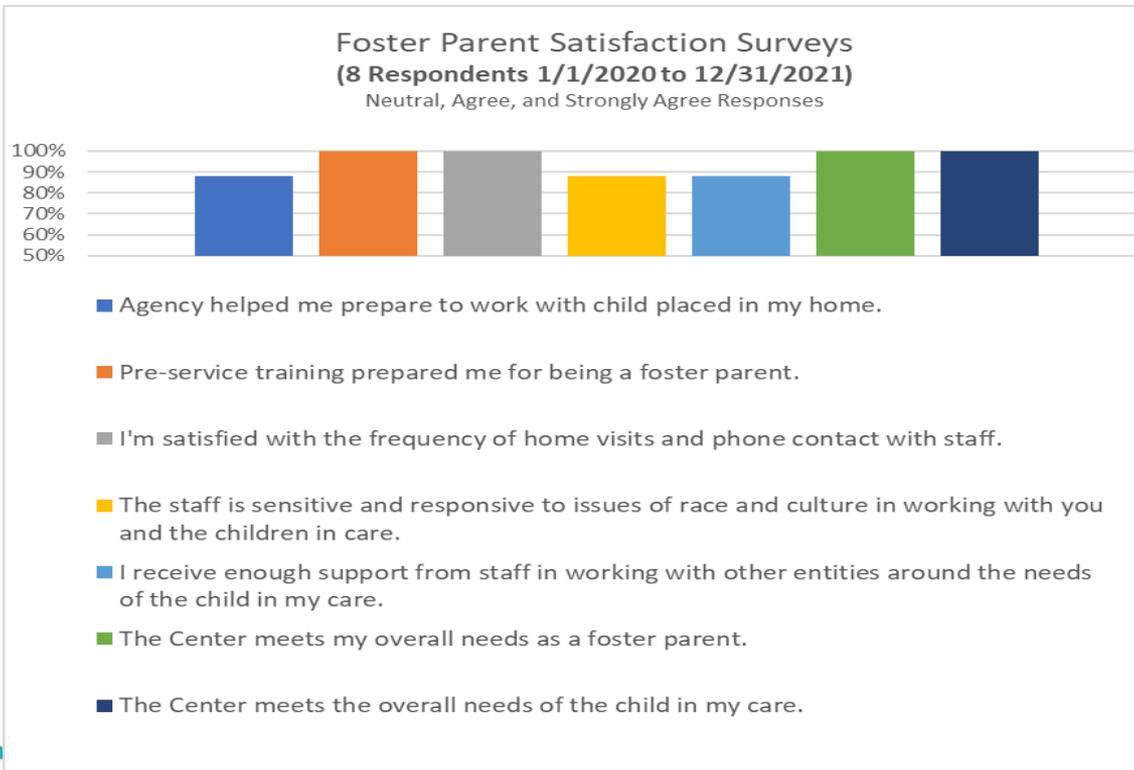
Foster Care

- A seasoned Program Director joined the foster care team in May 2021.
- Program placed on Heightened Monitoring, with surprise visits from state employees to foster homes and/or agency staff weekly since August. There were no findings through the end of the year.
- There were no findings of abuse or neglect in a foster home.
- Program continues to serve survivors of child sex trafficking.

Performance and Quality Improvement

4 Improvement/Correction Plans were successfully completed related to medication log accuracy, staff and foster home training, file review work, and receiving technical assistance.

1 Improvement/Correction Plan to grow capacity continues into 2022. This renews a plan in early 2021 that was terminated due to the limited capacity at the beginning of the year.

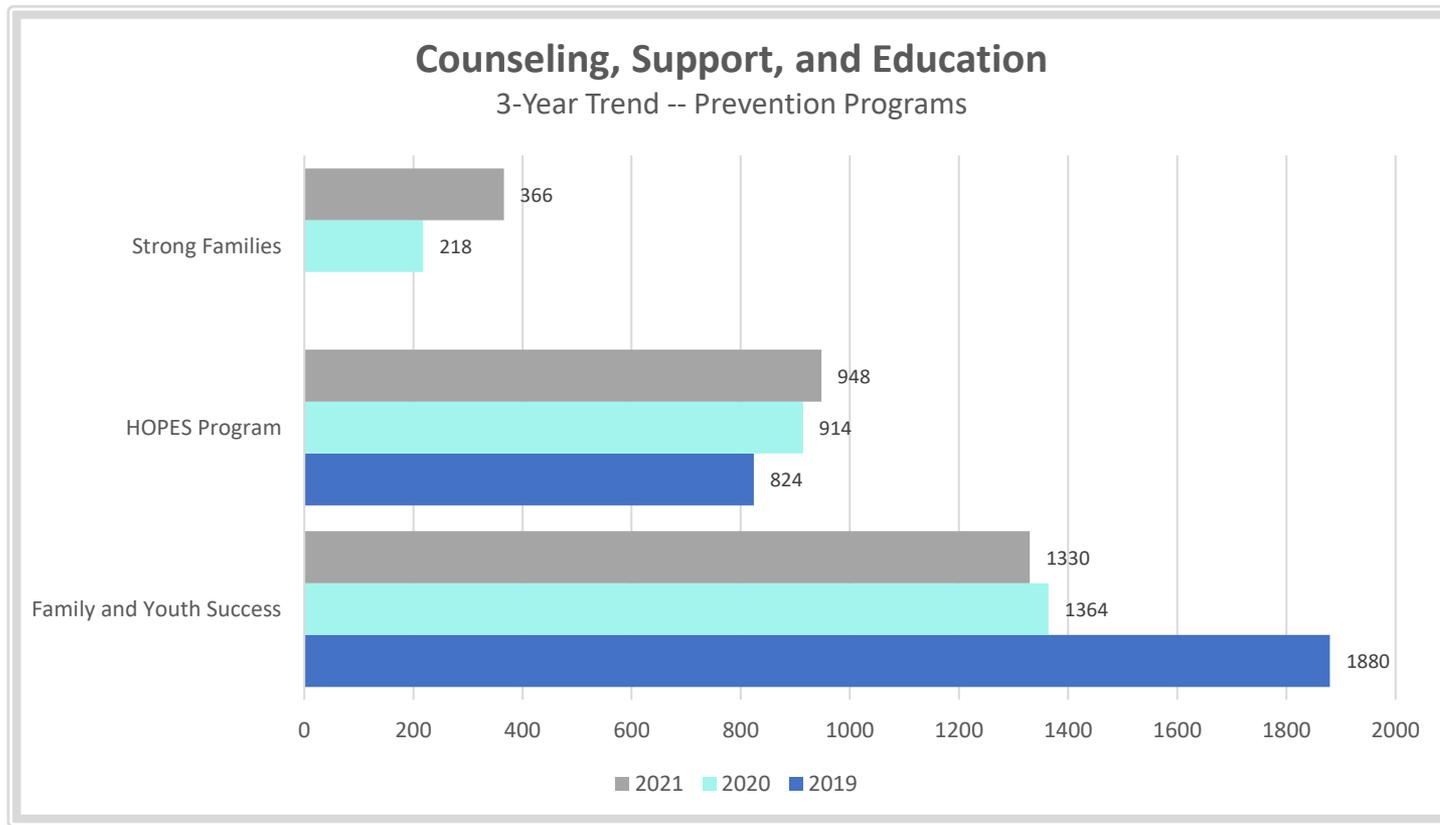




Counseling, Support, and Education Division

Clients Served

In the Family and Youth Success and HOPES (Early Childhood) programs, at least one parent or family member is served in addition to the identified (target) child that presents the focus of intervention. It is common for 2-3 additional family members to receive services. The chart below reflects only the identified child plus one parent.



Note: Strong Families was not serving clients in 2019.

Counseling, Support, and Education Division

Focuses on services for at-risk youth and their families.

- ✓ **Family and Youth Success Program** – exceeded contractual expectations
- ✓ **HOPES Early Childhood Services** – exceeded contractual expectations
- ✓ **Strong Families Community Change Initiative** – exceeded contractual expectations



Family and Youth Success Program

Cycle 9/2020 to 8/2021

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



- Earned additional money – exceeded initial contract targets.
- A program supplement was awarded to initiate a Family Resource Center, which was established in the agency’s training facility. The same supplement provides for team involvement in strategic Diversity, Equity, and Inclusion efforts.

Goal	Target	Actual
Clients did not enter the child welfare system (data reported when available from the funder)	100%	99.25%
% of Caregivers Reporting Improvement in at Least 2 Areas of Functioning (metric provided by funder)	75%	Not Yet Provided by Funder
Caregivers Completed Required Protective Factors Survey	60%	70%
File Review Score	95%	98%
Staff hired and receiving training for Family Resource Center operations, including Diversity, Equity, and Inclusion Training & Implementation	Yes	Yes – 1 more to be hired Jan 2022
Compliance with National Family Support Network processes	Yes	Yes

Performance and Quality Improvement

3 Improvement/Correction Plans were successfully completed related to staff training on the administration of the Protective Factors Survey, improving the processes for securing client signatures during the pandemic, and increasing a metric the state uses to provide incentives to agencies.

HOPES Early Childhood Services

Cycle 9/2020 to 8/2021

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.



Goal	Target	Actual
Clients did not enter the child welfare system (data reported when available from the funder)	100%	96%
Clients accessing behavioral health services (provided by EP Center for Children) *a few of these clients may also be receiving services below	100	105
Families accessing Incredible Years training (provided by Paso Del Norte Children’s Development Center)	144	166
Families accessing Parents as Teachers (provided by United Way)	200	203
% of respondents reporting improvement in at least 2 areas of functioning	75%	Not Yet Provided by Funder
Caregivers Completed Required Protective Factors Survey	60%	73%
File Review Score	85%	89%
COMPLETED Improvement/Correction Plan – Retention and Successful Closures for Behavioral Health: During 2021, behavioral health service provision improved. They achieved 100% client retention and successful closures during the period of the improvement plan’s duration and metrics will continue to be monitored.		

Strong Families – Community Change Initiative

Cycle: 10/2021 to 9/2022



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

- 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.
- Secured supplemental funding to engage community partners in strategic Diversity, Equity, and Inclusion work.

Goal	Target	Actual
Partners (6, including EP Center for Children) in compliance with process on Diversity, Equity, and Inclusion Program supplement	100%	100%
Parent Café Participants (primary direct service modality)	288	342
Provider Cafés	12	12
Number of System Navigation Clients (In/Out of Targeted Zip Codes)	50 Total	37/20
File Review Score	85%	98%
Entry into the child welfare system declined during implementation in targeted zip codes	5 zip codes impacted	Data should be available in 2023
COMPLETED Improvement/Correction Plan – Improved Client Records: This improvement plan created clearer guidance for a documentation of system navigation services.		



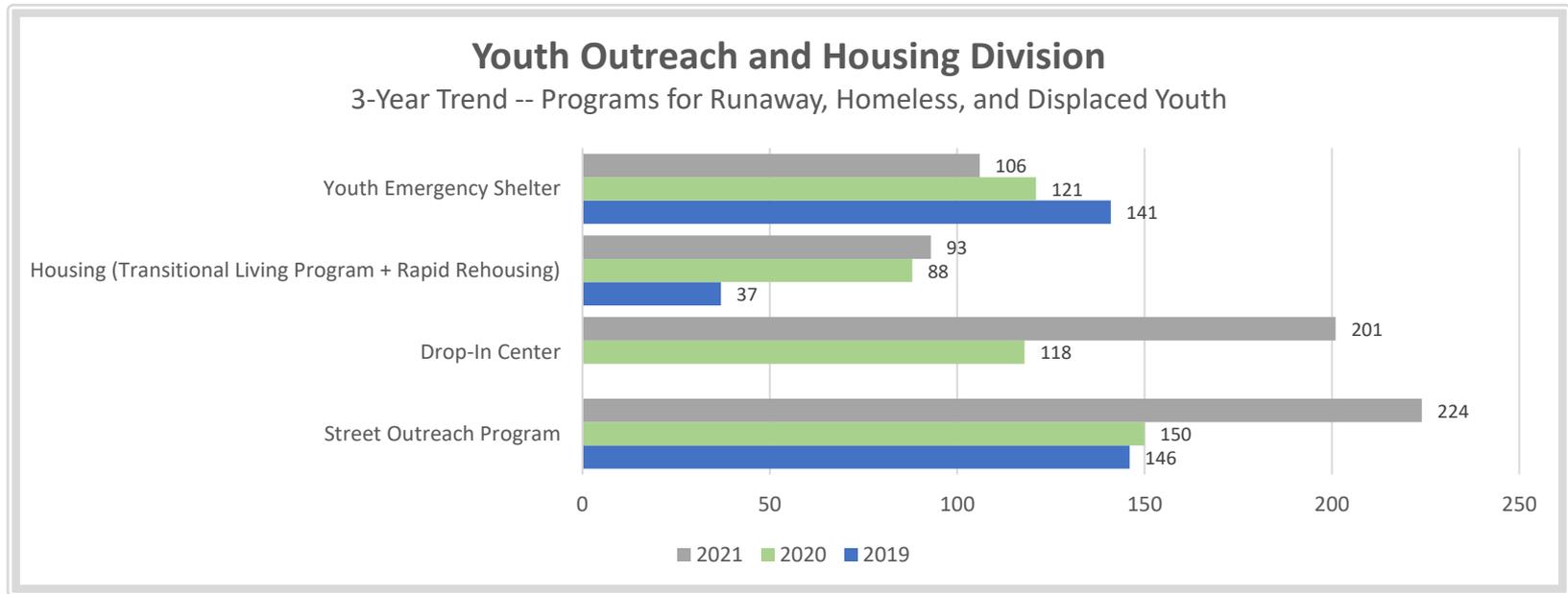
Youth Outreach and Housing Division



Clients Served – Youth Outreach and Housing Division



This service group requires interface with numerous other community partners and providers, such as the Paso del Norte Center of Hope (for serving survivors of trafficking), Child Protective Services, adult and juvenile probation, the El Paso Coalition for the Homeless, and numerous funders. This division serves youth who are without foster placement and need emergency shelter, and runaway and homeless youth and young adults. Most of these clients have been the victim of a crime, are alienated from their families, or are otherwise in crisis. Most of these programs are unique in the region. Below, each client is counted in each program in which they received services. Some clients may receive support from several program teams based on their needs.



Note: Drop-In Center was not serving clients in 2019.

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 in numbers served
- ✓ **Drop-In Center** – exceeded contractual expectations in numbers served
- ✓ **Rapid Rehousing** – exceeded contractual expectations in numbers served
- ✓ **Transitional Living Program for Female and/or LGBTQ+ Young Adults** – met contractual expectations in numbers served

Each program in this division had on-time reporting to funders and compliance with submitting data on the agency's internal Scorecard.



Street Outreach

Cycle: 10/2020 to 9/2022

The Street Outreach Program worked through the pandemic to support youth experiencing homelessness. They provided transportation, emergency food and simple clothing and hygiene items. They helped youth and young adults access the agency's Drop-In Center, Housing, and Shelter services (either the agency's or other shelters for which the youth were eligible).



Goals	Target	Actual
Youth will participate in service planning and/or access shelter	50	288
Youth will be screened for trafficking	150	150
COMPLETED Improvement/Correction Plan – Collaboration and Community Outreach: Program Manager developed collaborative relationships with organizations that serve persons experiencing homelessness or associated services.		
Improvement/Correction Plan Update -- Evaluating Assessment Requirements: Working on improving details documented in case notes and ensuring assessment data is integrated into case planning.		

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.

Goals	Target	Actual
# of homeless youth with indicators of trafficking accessing shelter for at least one night	25	52
# of at-risk homeless youth accessing shelter for at least one night	5	215
Casework, non-licensed counseling, individual advocacy, or other support: Hours delivered by employees.	100	3867
File Review Score	100%	96%
COMPLETED Improvement/Correction Plan – Collaboration and Community Outreach: Program Manager continued to develop collaborative relationships with partnering agencies, homeless and non-homeless agencies.		
Improvement/Correction Plan Update -- Evaluating Assessment Requirements: Working on improving details documented in case notes and ensuring assessment data is integrated into case planning.		

Housing

The Center operates two housing programs for young adults. Rapid Rehousing prioritizes getting a roof over someone’s head so they can become stable and access services. The Transitional Living Program is also a housing first model. We prioritize the needs of females and youth who identify as LGBTQ+ in our Transitional Living Program and in the last quarter of 2021 were granted an additional opportunity to serve homeless young men. Because there are relatively low numbers of clients in these programs, we have aggregated responses from two calendar years below.



Rapid Rehousing Client Experience Survey

55 Respondents 1/1/2020 to 12/31/2021

Neutral, Agree, and
Strongly Agree Responses

Participation helped me and/or my family	100%
Program equipped me with tools/resources needed	100%
I feel an adult here cares about me	100%
I am better at handling daily life	99%

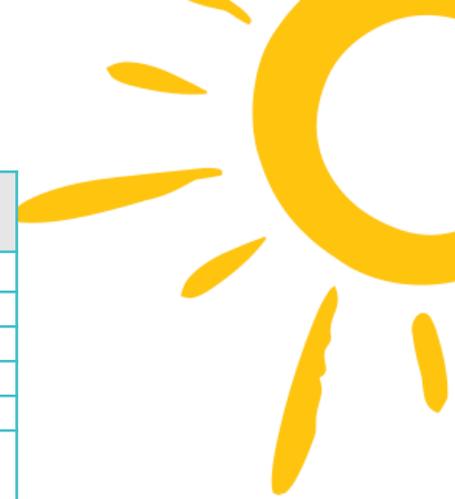
Transitional Living Program Client Experience Survey

17 Respondents 1/1/2020 to 12/31/2021

Neutral, Agree, and
Strongly Agree Responses

Participation helped me and/or my family	100%
Program equipped me with tools/resources needed	100%
I feel an adult here cares about me	100%
I am better at handling daily life	100%
My individuality was honored by staff	100%
I felt a sense of belonging in the program	100%
Staff asked for my input and I felt heard	100%
The program is inclusive and positive	100%

Housing

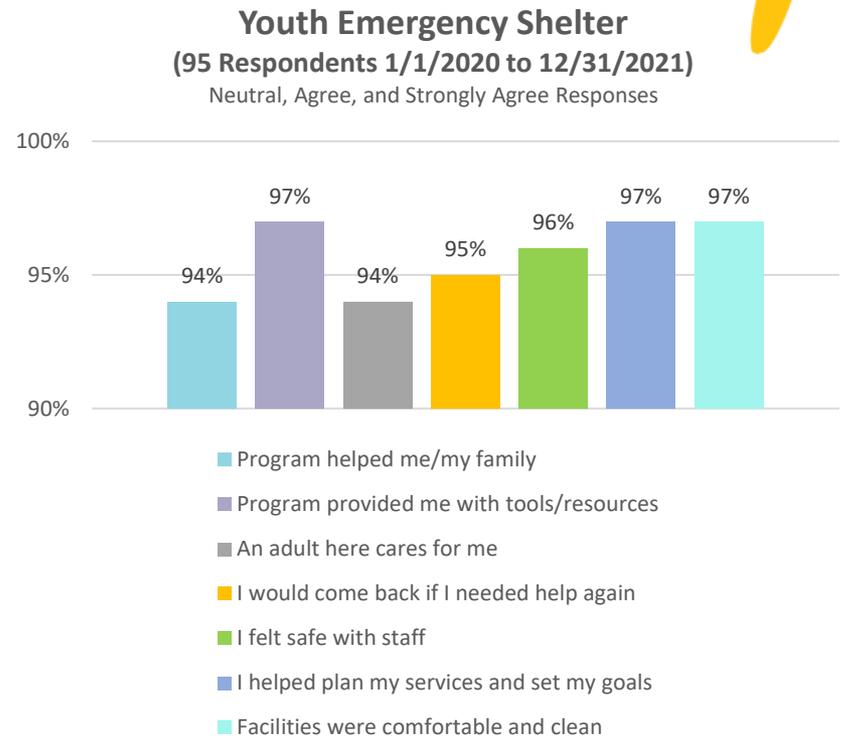


Rapid Rehousing Key Metrics Grant Cycle- Several Funders with Varied Start Dates		
Goals	Target	Actual
Percentage of youth with a planned exit (not exiting to homelessness)	98%	100%
Met goal of increasing participant income	60%	71%
Youth making progress on Individual Service Plan	100%	100%
File Review Score	100%	98%
COMPLETED Improvement/Correction Plan – Data Quality and Performance: Program Manager and Division Director retrained staff and developed a continuous process for monitoring progress toward goals.		
Improvement/Correction Plan Update -- Case File Document Evaluation: Based on recommendations during an internal PQI review, staff will evaluate all intake documents, screening tools, etc. and consolidate where possible.		
Transitional Living Program Key Metrics Grant Cycle October to September Cumulative Cycle-to-Date		
Goals	Target	Actual
Youth exited to safe/stable destinations	80%	95%
Youth connected to key services (health, dental, legal, aftercare, education)	100%	100%
Youth attend or have graduated from high school or have graduated/obtained a GED	66%	72%
Residents will increase earned income	60%	79%
Youth exiting program will be employed or looking for work	70%	100%
Youth who stay for at least 6 months will make gains in 4 Skills, Knowledge, and Abilities areas	80%	100%
Residents will NOT be convicted of a crime	100%	100%
Youth Identifying as LGBTQ+ (target is female and LGBTQ+ youth)	Majority	Yes
Residents will not get pregnant	100%	95%
File Review Score	100%	100%
COMPLETED Improvement/Correction Plan – Open Table Volunteer Recruitment: The team initiated two “tables” for two TLP youth – meeting the goal for the grant cycle.		
Improvement/Correction Plan Progress -- In-house Permanent Connection Group: In a new 3-year cycle for the standing TLP (LGBTQIA+) and the new TLP (Men’s), the team is working on developing an in-house “Permanent Connections Group” for clients.		

Youth Emergency Shelter

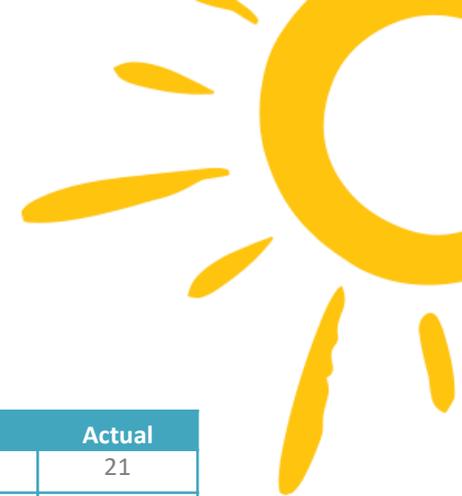
Focuses on services for runaway/homeless youth and youth who need a place to stay in between foster care placements. Serves male/female/other youth ages 11-17.

- When the pandemic was most active during 2020 and 2021, the capacity was capped at 6 to keep youth in solo bedrooms.
- Another building was brought up to code so the shelter could be moved and increase capacity in 2021.
- Program was on-time with grant report submissions and with timely completion of internal metrics tracker – the Scorecard.



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.



Goals	Target	Actual
Runaway and Homeless Youth Served	85	21
Nights of Care for Runaway/Homeless Youth	1000	155
Nights of Care for CPS Youth	1589	1418
Licensing findings were minimal and resolved	Yes	√
# of Findings on Investigations/Site Visits	0	0
# of Findings of Abuse or Neglect of a Child in Care	0	0
Percentage of youth with a successful exit (not emergency removal/10-day notice or runaway with no knowledge of status)	100%	83%
CPS Youth received on-time initial medical/dental check-ups	100%	92%
Youth report having at least one supportive adult in their lives upon exit	100%	92%
Youth Individual Service/Treatment Plans reflect progress toward goals	90%	92%
File Review Score	85%	100%
COMPLETED Improvement/Correction Plan -- Documentation Timeliness and Quality: Youth files have improved; all data and signatures are being provided. Medication binder is being filled out correctly. If a youth refuses to take medication, staff is writing down "refused" and making a case note. A Case Manager is tasked with checking the medication binder daily.		
COMPLETED Improvement/Correction Plan – Admission Streamlining: Team reviewed and streamlined admission documentation to increase efficiency and prepare for the migration from Kaleidacare to Extended Reach.		

Due to the pandemic and limited school contact with runaway and homeless youth (reduced referrals), the agency did not meet its targeted goal for serving those youth under a contract with HHS. The agency is closely monitoring the numbers in the next grant cycle and may be requesting a change in scope if reduced demand is persistent.



Administration

Administration Highlights

Item	2019	2020	2021
Finance			
Revenue	\$6,061,918	\$6,632,226	\$7,070,165*
Expenses	\$5,299,861	\$6,378,017	\$6,797,018*
Months of Cash on Hand	Not in Annual Report in 2019	Not in Annual Report in 2020	4.33
“Clean” Audits from Funders and Single Audit	100%	100%	100%
On-Time Funder Reports	100%	100%	90%
Funding Diversification – New grant funding sought \$2,000,000 goal	Not in Annual Report in 2019	Not in Annual Report in 2020	\$3.78 million in new applications
Maintain Funding – Secure renewals	100%	100%	100%
Increase Net on Fundraisers	Yes	No	Yes
Maintenance/Safety/Risk Management			
Client Safety – NO (ZERO) reports/investigations indicating physical harm to a client	Yes	Yes	Yes
Facility Inspections Completed and Licenses Maintained	100%	100%	100%
Maintenance Requests Addressed within 72 Hours	100%	100%	100%
Staff/Client Safety Incidents on Campus	0	0	2



* 2021 figures are not yet audited. 2021 income was 15% above budget projections. 2021 expenses were 11% above budget projections.

Administration Highlights

Item	2019	2020	2021
Information Technology & Security			
Zero Breaches of IT systems	Yes	Yes	Yes
“Clean” funder reviews of IT systems/security	Yes	Yes	Yes
IT Systems meeting needs for client management and administration	Yes	Yes	Yes
Board of Directors			
Board Attendance Rate	Not in Annual Report in 2019	Not in Annual Report in 2020	66.47%
Board Survey Participation -- Key Benchmarks Below (% of respondents that were neutral, positive, or very positive):			
Understand the Center’s mission and programs.	100%	91%	100%
Feel the Board has the necessary skills and diversity to perform its job.	100%	95%	100%
Feel the Board has an adequate process for strategic planning in partnership with the CEO.	100%	95%	91%
Feel the Board receives adequate reports on the agency’s status.	100%	100%	100%

Administration Highlights

Item	2019	2020	2021
Outreach and Community Engagement			
Maintain Key Partnerships	100%	100%	100%
Revamp “Digital Face” of Agency	Not a Goal	New Goal	Completed Goal
Leadership Team Engaged in Advocacy Efforts	100%	100%	100%
Human Resources			
Assessed Staff Development/Training System/Needs	Not in Annual Report in 2019	Not in Annual Report in 2020	Yes
Administered Staff Survey – Key Benchmarks Below (% of staff who were neutral or answered positively/very positively):	Yes	Yes	Yes
Workplace culture is fair and equitable		95%	94%
Perception of supervision (fair, honest, good communication)	81%	94%	95%
Proud of quality of agency services	82%	100%	98%
Satisfied (with salaries, benefits, job)	80%	92%	90%
Satisfaction with learning opportunities	75%	97%	95%

Administration Highlights

Item

Human Resources

Staff Retention (per COA methodology)	# of Staff at beginning of 2021: 61	Voluntary Departures in 2021: 20	Retention Rate: 67%
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Notes: The retention rate method above is based on direction from the Council on Accreditation, under which the agency is accredited. As you can see, this method only includes voluntary departures. The number of staff at the agency fluctuated monthly due to new positions that opened and due to staff vacancies. On average, 2 persons departed the agency in any given month in 2021. The most common reasons for departure were better salary or career advancement.

Administration Highlights

Demographic per U.S. Census Bureau Quick Facts	El Paso	Client Population per Kaleidacare Client Management System	Staff	Board
White	92%	10%	4%	31%
Black or African American	4%	4%	1%	15%
American Indian/Native American and Alaska Native	1.1%	0%	0%	0%
Asian	1.4%	0%	0%	8%
Native Hawaiian and other Pacific Islander	.2%	0%	0%	0%
Two or More Races	1.5%	7%	1%	0%
Hispanic/Latinx Ethnicity	82.9%	76%	93%	46%
Male	49.4%	37%	21%	38%
Female	50.6%	62%	79%	62%
Other Gender	Not tracked by U.S. Census	0%	0%	0%
Persons under 5 years	7.3%	10%	0%	0%
Persons under 18 years	26.7%	47% under age 19	0%	0%
Persons 19-64	60.8%	42% between 20 and 64	100%	Not Tracked
Persons 65 years and over	12.5%	1%	0%	Not Tracked

Demographics are tracked differently in different systems. At the agency, systems capture race or ethnicity based on how a person identifies. The U.S. Census Bureau tracks race as well as ethnicity (e.g. 92% White and 82.9% Hispanic). Figures above are rounded.



Administration Highlights

Performance and Quality Improvement (PQI 7.03)

Key Ongoing Activities

- Monthly data gathering, cleaning, and inputting into key financial and program tracking systems.
- Quarterly reporting.
- Beginning the process of reviewing all program service delivery methods to tailor the conversion to Extended Reach.
- Maintaining COA Standards through consistent reviews, as prescribed in agency policies and procedures.

Issues Being Monitored

- The agency has been closely monitoring the Heightened Monitoring status of the foster care program. There have been no findings since the Heightened Monitoring designation was assigned to the agency in the summer of 2021.

Administration Highlights

Performance and Quality Improvement (PQI 7.03)

2022 Priorities and Goals

- Complete conversion to Extended Reach for better data management and to streamline the PQI process for staff.
- Learn from DEI projects and implement recommendations.
- Complete comprehensive operations planning to support new strategic plan, particularly as related to new strategic goal to make the Center for Children the “nonprofit of choice” for talented staff and volunteers.
- Continue to monitor service levels in numbers of clients and in fulfillment of contractual obligations, recognizing that growth is not a goal unless it is fully funded and meets critical community needs.

	2019	2020	2021
Total Clients Served	3028	2973	3268
% Change		-2%	+10%

Looking Forward – Big Challenges



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.

The agency's new strategic plan sets out five key goals that help us look forward. They are:

- 1) Maintain accreditation and embed systems that support compliance.
- 2) Position the agency as the non-profit of choice, attracting and retaining top talent among paid and volunteer team members. Adopt policies and practices that build and sustain a resilient, empowered, constantly learning, diverse, and inclusive team.
- 3) Continue to strengthen the Center's service continuum and strategically expand high-quality services to meet the needs of El Pasoans.
- 4) Diversify and grow the Center's funding to ensure sustainability/growth of programs and support for key strategic initiatives.
- 5) Maintain and build community awareness and relationships with external stakeholders/partners.

Each of these goals is supported by key objectives and operational tasks to support fulfillment over the next few years.

The strategic planning process informed some organizational realignments that took place at the end of 2021. In 2022, it will be critical to monitor and support staff as they adapt to those transitions. In that process, a number of leaders/managers are either newly promoted or have accepted responsibility over different areas of operation. Those fresh eyes will provide insight into ways to improve performance and quality, but there will also be a learning curve as they expand their knowledge of grant agreements, contractual expectations, and COA requirements. Because the agency wants to ensure existing, new, and emerging leaders can develop to their full potential, the agency will construct a leadership development course customized to meet the agency's needs, including those related to change management.

The pandemic has had a significant impact on our community, our clients, and our staff and will continue to do so for the foreseeable future. Inflation, housing shortages, labor shortages, and supply chain challenges are driving operational costs higher and threatening the capacity of the agency to deliver services at the same levels in the future. Goal #2 above is specifically designed to find ways to bring "added value" to the experience of being part of the Center's talent pool, increase our acute focus on and satisfaction in the fulfillment of the mission, and build relationships and camaraderie.

The community needs the unique range of services offered at the Center for Children. In 2023, our 104th year, we will continue to learn, evolve, and work hard to support our friends, family, and neighbors in El Paso.

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. 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.

3821 Constitution LLC
7930 Mesa LTD
Aaron's
Bethany Christian Church of El Paso
El Paso Buffalo Soldiers Motorcycle Club
El Paso Five Points Lions Club
GFA Inc
Harvey - White I LTD
HHC Quarter Master Group El Paso
RB DEVCO
Riobend Development Company, LLC.
Saint Teresita Church
T-Dyne Contractors LLC
University Presbyterian Church
Ventanas III V, LLC
Veterans of Foreign Wars Northeast EP Post #2451
VLEXIN LLC
Western Heritage Bank
Western Hills United Methodist Women
Wild West Wing Inc.
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 Electric Company
El Paso Independent School District
El Paso Police Department and Academy
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
MIMCO
National Safe Place
Office of Juvenile Justice and Delinquency Prevention

Paso del Norte Center of Hope
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
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
Walmart
Ysleta Independent School District

