

**IN THE UNITED STATES BANKRUPTCY COURT
FOR THE NORTHERN DISTRICT OF TEXAS
DALLAS DIVISION**

In re: § **Case No. 19-34054-sgj11**
§
HIGHLAND CAPITAL MANAGEMENT, §
L.P., § **Chapter 11**
§
Debtor §

OFFICIAL COMMITTEE OF §
UNSECURED CREDITORS, §
§
Plaintiff, § **Adversary No. 20-03195**
§

vs. §

CLO HOLDCO, LTD., CHARITABLE §
DAF HOLDCO, LTD., CHARITABLE §
DAF FUND, LP, HIGHLAND DALLAS §
FOUNDATION, INC., THE DUGABOY §
INVESTMENT TRUST, GRANT JAMES §
SCOTT III IN HIS INDIVIDUAL §
CAPACITY, AS TRUSTEE OF THE §
DUGABOY INVESTMENT TRUST, AND §
AS TRUSTEE OF THE GET GOOD §
NONEXEMPT TRUST, AND JAMES D. §
DONDERO, §
Defendants. §

DECLARATION OF MARK PATRICK

I, Mark Patrick, hereby declare as follows:

1. My name is Mark Patrick, and I am over the age of 21. I have personal knowledge of the facts set forth herein, and make this declaration pursuant to 28 U.S.C. § 1746.
2. I am the managing member of the sole general partner of Charitable DAF Fund, L.P. which is the owner of CLO HoldCo, Ltd., and as well I am the control person of CLO HoldCo Ltd.



3. I have reviewed the *Stipulation and Order Regarding Registry Funds and Dismissal of Motion for Preliminary Injunction* (the “Stipulation and Order”) and make this Declaration in support of the entry of the Stipulation and Order.¹
4. As set forth in the Stipulation and Order, upon receipt of the Registry Funds, CLO HoldCo intends to transfer the Registry Funds up through its affiliates to the Highland Dallas Foundation (“HDF”). HDF intends the Registry Funds to be used as follows: in accordance with certain grant requests (“Grant Requests”) from (i) The Family Place, the largest domestic violence services provider in Texas, seeking One Million Dollars (\$1,000,000) in funding to rebuild and fully restore services to the emergency shelter facilities damaged by the February 2021 winter storm and to provide long-term funding for the nursing staff in the emergency shelter’s onsite medical clinic, and (ii) the Dallas Children’s Advocacy Center (“DCAC”), an agency that coordinates critical services for the most severe child abuse cases in Dallas County, seeking One Million Dollars (\$1,000,000) in funding to fill funding gaps created by a decrease in public funding and by pandemic-related fundraising challenges and to expand forensic interview capacity and related services to accommodate the recent increase in cases, which stems in part from DCAC’s increased collaboration with local law enforcement agencies in investigating and prosecuting abuse cases and providing support for victims of child abuse and their non-offending family members. True and correct copies of these Grant Requests are attached hereto as **Exhibit 1** and **Exhibit 2**, respectively. Further, I am aware that HDF intends to contribute to The Dallas Foundation the remaining Registry Funds through the HDF Grant (approximately Three Hundred Eighty-Eight Thousand Five Hundred Forty-Eight and No/100ths dollars (\$388,548)) to help seed The Dallas Foundation’s Racial Equity Fund, which aims to use collective influence and resources to advance equity for Black and Hispanic residents of the Dallas area through focused grantmaking to nonprofits and advocating for actionable policies.
5. Further, I am aware that Mr. Matthew Randazzo (President and Chief Executive Officer of The Dallas Foundation) and another key member of The Dallas Foundation’s executive team (Julie Diaz, Executive Vice President and Chief Operating Officer) are The Dallas Foundation’s appointees to the HDF Board (comprised of three (3) members). Mr. Randazzo and Ms. Diaz comprise a majority of the HDF Board, and have determined that upon the issuance of an order from this Court and the receipt by HDF of the amount of CLO HoldCo Funds, a formal meeting will be conducted to the extent necessary and the majority of the HDF Board has determined to approve the HDF Grant. I am also aware that Mr. Randazzo is authorized to represent and has represented that The Dallas Foundation, upon receipt of the HDF Grant, has approved the HDF Grant and the Grant Requests.

¹ Capitalized terms not otherwise defined herein take their meaning from the Stipulation and Order, except that Registry Funds as defined in the Stipulation and Order is referred to herein as the CLO HoldCo Funds..

6. CLO HoldCo will maintain interests in real property assets of an unencumbered value of at least the amount of the Registry Funds, and I will provide a quarterly certification to counsel for the Trust confirming the maintenance of the CLO Asset Value.

Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury that the foregoing is true and correct to the best of my knowledge and belief.

Executed on September 27, 2021

/s/ Mark Patrick

Mark Patrick



the family place

Where family violence stops

September 15, 2021

Dear Highland Dallas Foundation,

The Family Place would like to thank the Highland Dallas Foundation, a supporting organization of the Dallas Foundation, for your long-standing support of our organization. Your grant donations for our emergency shelter medical and dental clinics have enabled our organization to provide vital medical and dental care to our domestic violence clients. When your foundation donated Christmas gifts to our clients, they were so grateful to receive such an unexpected surprise.

The collaboration between the Highland Dallas Foundation and The Family Place has been instrumental in providing services to our domestic violence clients and promoting community awareness of domestic violence in our community. Because of our long-term community partnership, we have kept you apprised of our ongoing challenges stemming from the COVID-19 pandemic as well as the damage that our Safe Campus sustained from the winter storm Uri in February of 2021.

The Family Place would like to formally request \$1,000,000 from the Highland Dallas Foundation to be allocated in the following manner: \$500,000 to provide funding for the repairs to our Safe Campus Emergency Shelter that was damaged in the February 2021 storm, and \$500,000 to support our Enduring Promise Campaign, which will be designated to provide long-term funding for our on-site medical staff who provide essential medical services to our clients. I have attached our Safe Campus Construction Budget, our 2020 At A Glance, and our Enduring Promise Campaign Information document for your review.

We are incredibly grateful for the generosity that the Highland Dallas Foundation has shown to The Family Place over the years. Without your support, we would not have been able to successfully serve our domestic violence clients who are in desperate need. We appreciate your commitment to helping and protecting the most vulnerable of our community.

Sincerely,

Paige Flink
Paige Flink

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Chief Executive Officer
Paige Flink



Additional Materials for Review

(I) "The ceilings collapsed at a Texas domestic violence shelter. Where do the women go now?"

February 19, 2021 news article documenting storm damage and the impact to The Family Place emergency shelter facilities and support services

(II) 2021 Safe Campus Repair/Restoration Budget

Breakdown of repair project budget and remaining expenses to complete restoration

(III) 2020 At A Glance

Summary of the services provided and clients served by The Family Place in 2020 (scope and impact of services and overview of client demographics)

(IV) An Enduring Promise Foundation Campaign Overview

Overview of foundation campaign currently underway to provide critical funds to cover funding gaps and unforeseen capital expenditures while allowing for innovation and expansion as North Texas grows

NEWS

The ceilings collapsed at a Texas domestic violence shelter. Where do the women go now?

For victims and their children, The Family Place was a refuge

Caroline Kitchener February 19, 2021

When women arrive at the Family Place, Ashley Jackson hands them a folder with a code to their room. There are fresh sheets and towels waiting for you, Jackson tells them. Your bed is already made.

You can sleep, she says — and you will be safe.

Walking into the Dallas domestic violence shelter at 3 p.m. on Tuesday, Jackson found dozens of sheets and towels, drenched and balled up on the ground. The pipes had burst. Water was gushing through the hallways and seeping under doors. In several rooms, the ceiling had buckled, splattering insulation across the carpet like vomit. Women frantically gathered their sopping-wet blankets and sweaters as the shelter's fire alarm, set off by the sprinklers, wailed in the background.

Some started saying they wanted to leave. Jackson tried to talk them out of it, knowing they might go back to their abusers.

“That’s the whole reason they’re here,” she said. “They don’t have anywhere else to go.”

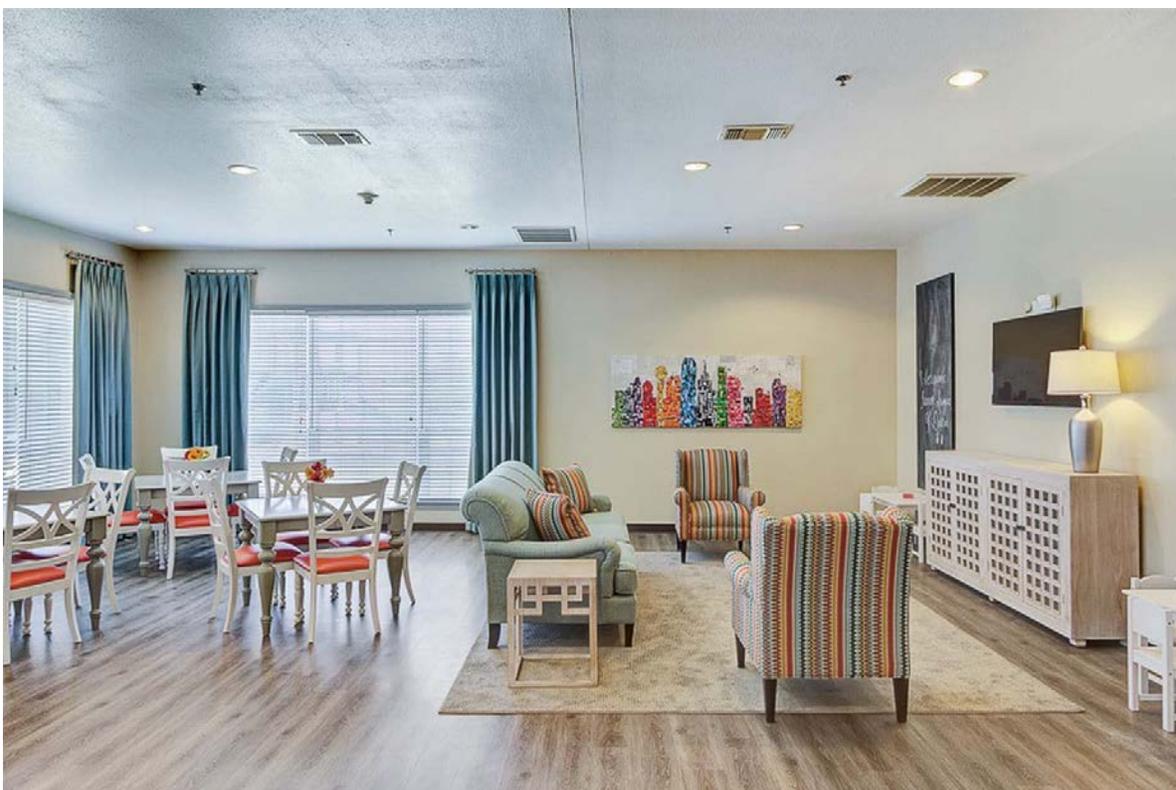
With three branches in Dallas that serve up to 250 people, the Family Place is at the center of a winter weather crisis that has pummeled much of the South since Sunday, killing at least 47 people and leaving millions without water and electricity. The shelter's largest branch lost power on Monday. On Wednesday afternoon, 123 women and children crammed into a few rooms that had escaped severe water damage. They had to evacuate, Jackson said. But where would they go?

The shelter is designed to make families safe and comfortable. Many women arrive with bruising on their face and arms, young children in tow. When they fill out their paperwork, Jackson said, they're often so anxious they have to ask three times for the date. As an advocate, Jackson said, the best part of her job is assuring victims that they can finally relax: No one can find them here. Nothing can hurt them. They have time and space to breathe while they figure out their next move.

Now they are sleeping on cots in a church, six inches apart.



The living room at The Family Place domestic violence shelter after it was devastated by the storm in Dallas, Tex., on February 17, 2021. (Paige Flink/The Family Place)



The living room at The Family Place domestic violence shelter in Dallas, Tex. (Judy Walgren/The Family Place)

“They were already living in a chaotic situation, and then this happens,” said Family Place chief executive Paige Flink.

Flink took to Twitter as soon as she heard about the flooding. Tagging a host of local officials and state lawmakers, she explained the shelter’s situation and asked for help. Within minutes, she said, she heard from a local pastor, who offered up his church as temporary housing. Two hours later, the women and children were boarding buses to the new location.



It was not an ideal solution. As soon as women saw the conditions in the church, Jackson said, more began asking to leave. There are two bathrooms and two showers for 120 people, Flink said — and most of the women were used to privacy. They'd never lived communally with people they didn't know. Especially in the middle of a pandemic, they expected to have their own space.

The Family Place has not turned anyone away in the pandemic, Flink said, no matter their covid status. If they needed shelter, she said, the organization has found a way to house them. While the families had already been sharing communal spaces at the shelter, social distancing is much more difficult when you don't have your own bedroom and bathroom.

“They put their trust in us. We told them, ‘Get on this bus, we will take you somewhere that has heat and power and running water,’” Flink said. “Then they get there and they're having to sleep in congregate living.”

Many of the women haven't been sleeping, Jackson said. They've been tossing and turning on their cots, required to wear masks through the night.

Case managers at the Family Place have been meeting with each client individually to assess whether she has another place to go, Flink said. Some will mention a family member or a friend who has offered to take them in, but Flink worries those living situations won't be as safe as the shelter.

The Family Place purposely does not disclose its address to prevent abusers from finding clients who have fled. When clients call the shelter's hotline and ask for a spot, she said, they send a Lyft to pick them up. The car takes them to a “safe location” near the shelter, so its exact whereabouts stay secret. With a public name and address that's easy to Google, Jackson said, the church doesn't have that kind of security. Talking to friends and family eager to know where they are, clients have been sharing their location. Jackson worries that abusers might start to show up unannounced.

Before families can return to the shelter, Flink has to replace almost all the ceilings in the building, she said, after consulting with a contractor. While only a few gave way completely in the storm, many more have smaller drips, coming through the molding or the light fixtures. Those could collapse at any time, she said, adding, “We have to go back to the studs, or this is going to happen again.”

That process will take at least 12 weeks, she said — longer if the insurance company won't quickly hand over the money she needs. In the meantime, she is hoping to house families in an extended-stay hotel. She's not sure whether she can realistically raise enough money for that — [it would take](#) approximately \$192,000 to house everyone for three months — but she is going to try.

Domestic violence victims have already had to uproot their entire lives, Flink said. "I want to make sure the next stop is the last stop."

Flink went into the shelter on Wednesday to survey the damage. When she looked around, she said, she cried.

There was plaster all over the sofas, in the potted plants — and a half-eaten hamburger on the dining room table.

Flink couldn't stop thinking about the woman who had sat down to eat it: She didn't even have time finish her lunch before she had to flee.



Caroline Kitchener

Caroline Kitchener is a staff reporter at The Lily. Prior to joining The Washington Post in 2019, she was an associate editor at The Atlantic. She is the author of "Post Grad: Five Women and Their First Year Out of College."

2021 Safe Campus Repair/Restoration Budget

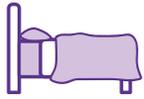
<u>Revenue</u>	<u>Safe Campus</u>	<u>Highland Dallas Foundation</u>	<u>Pending Requests</u>
Insurance proceeds (less \$5k deductible)	\$ 1,110,816		
Mark Cuban Foundation - Generator	250,000		
The Moody Foundation	125,000		
The Hoglund Foundation	20,000		
Dallas Junior Forum	4,000		
Vin & Caren Prothro Foundation	1,000		
Total Insurance Reimbursement and Foundations	<u>\$ 1,510,816</u>		
Anonymous Foundation Capital Request			\$ 150,000
Anonymous Foundation Capital Request			<u>150,000</u>
Highland Dallas Foundation Request		<u>\$ 500,000</u>	
<u>Expenses</u>			
Remediation/Site Clean Up	\$ 242,083		
Reconstruction	788,347		
New Flooring	170,319		
Replacement Furniture	89,202		
Fire Watch/New Fire Alarm Panel	188,375		
Diesel Generator	258,288		
Re-paint entire building	156,401		
Insulate Pipes in Ceilings	115,485		
Miscellaneous Cleaning and Repairs	77,544		
Cabling/SPF Modules/Update Security System	86,526		
Therapy Rooms Expansion	8,378		
Replace/Repair Storage Sheds and Closets	52,684		
Replace kitchen equipment	16,000		
Security	50,435		
Computer/Technology	36,091		
Occupancy	533,854		
Total Expenses	<u>\$ 2,870,012</u>		
Project Surplus/(Deficit)	<u><u>\$ (1,359,196)</u></u>		

2020 At A Glance

The Family Place served **11,933** clients and was the only domestic violence service provider in North Texas to remain fully open during the pandemic. We never stopped accepting new clients into our three emergency shelters, and our counselors quickly pivoted to provide virtual services via phone and computer.

Residential Services

Our residential services not only provide safe shelter and meet basic needs but also offer childcare, legal advocacy, medical and dental care, counseling and case management. Even though we reduced capacity in some rooms due to the pandemic, our shelter service numbers were only down 10% for the year. We put more clients in hotel rooms to provide safety when lethality warranted and our shelters were full—54 victims in 2020 compared to 36 in 2019. In 2020, 98% of clients exiting our shelters did not return to their abusers.



Emergency Shelter

678 Women, **56** Men, **786** Children
62,118 days of emergency shelter



Transitional Housing

78 Women, **5** Men, **135** Children
36,015 days of transitional housing



Childcare & Education

241 enrolled at our Child Development Center
85 mentored through the After School Program
23 attended The Learning Center
38,136 hours of childcare provided



Medical Care

778 people served by our nurses



Safety for Pets

35 animals stayed united with their families



24-Hour Crisis Hotline

9,595 Hotline and Crisis Calls

Counseling Services

Victims who need services without shelter receive counseling and support at three counseling centers located in South Dallas, Central Dallas and Collin County. All of our services are provided in English and in Spanish. Clients learn about the types of domestic violence, how to access resources and make safety plans, and how to process the trauma they have suffered. From March 18 to June 1, all counseling/case management services were provided virtually. Face-to-face services started again in June based on client choice. Overall counseling numbers increased 11.5% in 2020 compared to 2019. In 2020, 98% of victims reported feeling safer after coming to The Family Place for counseling.



Community Counseling

1,671 Women, **83** Men, **504** Children
18,526 hours of counseling provided



Battering Intervention & Prevention Program

396 Men, **81** Women
8,758 hours of BIPP services provided



Dignity at Work

243 clients provided with job readiness training

Community Services



Be Project

4,791 students educated on healthy relationships



Faith & Liberty's Place

186 adults and **136** children provided with a safe place for visitation and exchange with noncustodial parents



Domestic Violence High Risk Team

114 victims at high risk of lethality accessed support through emergency shelter, home visits and counseling services



Our Mission: The Family Place empowers victims of family violence by providing safe housing, counseling and skills that create independence while building community engagement and advocating for social change to stop family violence.

familyplace.org | 214.559.2170 | 24-Hour Crisis Hotline: 214.941.1991



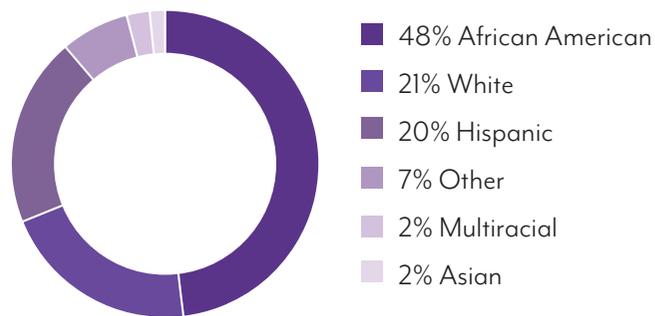


Client Demographics

Since our inception in 1978, we have worked to bring our services to marginalized communities oppressed by systemic racism and poverty. 48% of our residential clients are African American women and 43% of our nonresidential clients are Hispanic. African American women are more likely to experience domestic violence than women of other races/ethnicities and are twice as likely to lose their lives to domestic violence than white women. They are more vulnerable due to financial insecurity because women and children are the poorest in our community, and women of color are the largest demographic of this group.

Residential Client Demographics

Ethnicity / All Clients

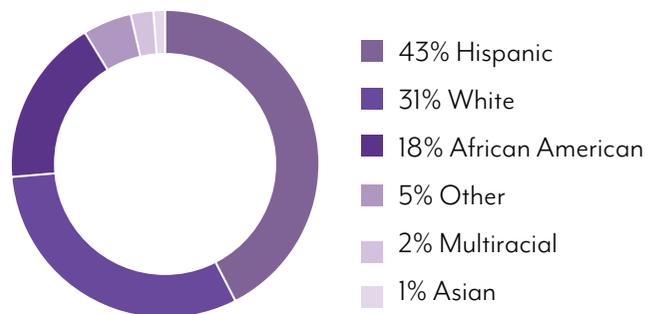


Gender / Adults

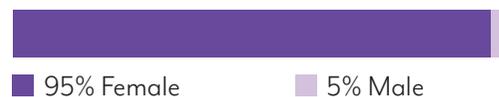


Nonresidential Demographics

Ethnicity / All Clients



Gender / Adults



Scan to read more about our life-changing outcomes.



An Enduring Promise

The Family Place Foundation Campaign

The Need for Safety

What would you do if the person you loved most terrified you? Every day in Dallas more than **40 people call the police department** to try to stop the violence in their homes. What would you do if the person you loved most threatened to kill you? In the past three years, **36 women, 8 men and 4 children lost their lives this way** (Dallas Police Department).

Domestic violence is not a family issue but a community problem that makes us all less safe. It's a contributing factor to every crisis our society faces—**poverty, racial inequity, educational challenges for children, homeless youth, human trafficking and crime**. The Family Place has the solution to this pervasive problem through a unique combination of services for our community.

Our Promise to Victims of Domestic Violence

The Family Place has protected families in North Texas since 1978. Since the beginning our mission has remained constant—to provide the highest level of services possible to help every domestic violence victim become a survivor. We made a commitment to provide the easiest access to services, the widest range of programming available, and the most innovative approach to healing. Our goal is to remove every hurdle that could prevent a victim from living up to their full potential. In the past four decades, we have enhanced programming, provided access to numerous resources, and advocated for social change. A few highlights include:

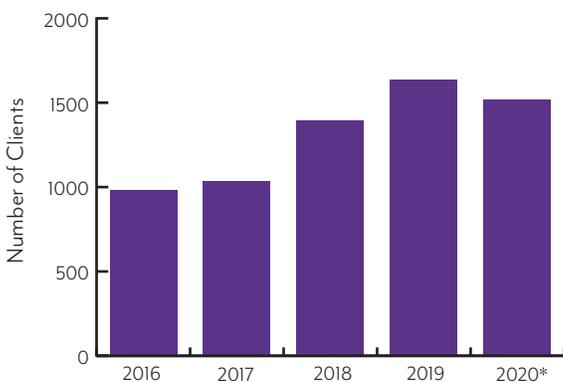
- The Family Place is now the **largest domestic violence service provider** in Texas.
- Our **three emergency** shelters provide 51% of all domestic violence shelter beds in Dallas and Collin counties.
- We operate the state's **only domestic violence shelter for men and children**.
- Over **11,000 women, men and children** access our services every year.

We promise to give every victim that walks through our doors the tools they need to lead productive lives. We promise to **advocate for victims**, to **eliminate domestic violence**, and to **convince the community that everyone deserves a safe home**.

The Case for An Enduring Promise Campaign

Our operating budget has been historically well supported by a diverse group of funding sources including foundations, corporations, civic organizations and individuals. But each of these funding categories contain inherent risk, made even more apparent with the events of the past year. The Family Place will be the sole beneficiary of The Family Place Foundation's An Enduring Promise Campaign. The goal of **\$20,000,000** will ensure long-term stability so we can continue to provide lifesaving services even during uncertain times. We vividly learned through the 2020 pandemic and 2021 Winter Storm Uri that **The Family Place is an essential service**. We are frontline workers during times of crisis and must answer the call when needed. Your support of this campaign allows The Family Place Foundation to provide critical funds to **cover funding gaps and unforeseen capital expenditures** while allowing for **innovation and expansion** as North Texas grows.

Demand for Emergency Shelter has Grown



*COVID-19 social distancing rules caused a decrease in shelter capacity



We've been saving lives for over 42 years.

Your support will help us continue this legacy for years to come.

Making Every Home a Safe Home

Safety

- Emergency Shelter—177 shelter beds to take women, children and men out of harm's way
- Transitional Housing—25 on-site apartments to help families rebuild their lives
- Hotline—24/7 bilingual hotline for crisis and information and referral calls
- Legal Services—In-house attorney and paralegal to assist victims with civil court matters
- Animal Kennel—On-site kennel for dogs and cats to keep the entire family safe

Breaking the Cycle of Violence

- Children's Counseling—Proven and innovative therapeutic methods to help children process their trauma
- Adult Counseling—Individual and group therapy for all victims of domestic violence
- Child Development Center and Learning Center—Accredited childcare, K-2 school and after-school programs for children in our shelters
- Dignity at Work—Job readiness program, mentoring and resume help to assist clients with their careers
- Client Assistance—Financial support for rent, legal services and medical costs to help clients start anew
- Scholarships—To complete and/or continue education and fulfill clients' goals

Innovation

- Community-based Counseling—Satellite offices in targeted communities helping clients to overcome transportation barriers
- Faith and Liberty's Place—Providing supervised child visitation and monitored exchange with non-custodial parents
- Be Project—Educates North Texas students and educators about healthy relationships and teen dating violence awareness
- Battering Intervention and Prevention Program—First and most successful program in the area that works with abusers to prevent further violence
- Medical and Dental Clinics—Helping clients receive necessary medical care without leaving the safety of our campuses
- Domestic Violence High Risk Team—Brings together the Dallas Police Department, district attorneys, advocates, probation officers and the sheriff's department to reduce domestic violence homicides
- DV Beds—Online platform providing real time emergency shelter bed count for 20 agency and community partners in Texas



1978

We opened an emergency shelter and one of the first hotlines in Texas.

1982

Our first outreach center began providing counseling services.

1984

We launched the Battering Intervention and Prevention Program.

1989

The Family Place Resale Shop opened.

1993

HUD awarded funding to expand transitional housing, and our Supportive Living Program began.

1998

The Be Project was created to educate students on healthy relationships, teen dating violence and sexual assault.

2000

Sally's House opened with 100 beds, 22 transitional apartments and comprehensive support services.

2003

Faith and Liberty's Place opened.

2010

Large family apartments and a K-2 Education Center were added to Sally's House.

2013

A medical clinic opened at Sally's House to meet the needs of our clients.

2016

We opened a new counseling office in Collin County.

2017

Ann Moody Place opened with one-of-a-kind features like an animal kennel for victims' pets, a medical clinic, specially designed play therapy rooms and more. We also opened the first men's shelter in Texas.

2018

DV Beds was launched, providing real-time emergency shelter bed count for area agencies.

2020

We opened a new, expanded counseling office in Southern Dallas.

2021

We reconstructed Sally's House after damage from Winter Storm Uri.



www.familyplace.org
 PO Box 7999, Dallas, TX 75209
 24-Hour Crisis Hotline: 214.941.1991



September 2021

**The Highland Dallas Foundation
Dallas, TX**

Since 2016 DCAC has enjoyed a partnership with Highland Dallas Foundation, a supporting organization of The Dallas Foundation, to meet the needs of our clients - the victims of criminal child abuse in Dallas County. Your support has meant a great deal to us. During this time, we have been honored to receive multiple grants making it possible for us to provide hope and healing to thousands of children each year. As referenced in the attached update, the COVID-19 pandemic has impacted our clients more than most, making the need for general operating dollars more critical than ever. It was through supporters like Highland Dallas Foundation that our doors remained open and we were able to serve the most children in one year we have ever seen. Considering your own financial hardships recently, we are extremely grateful that you were able to continue your support of DCAC last year when learning of the strains being put on our organization due to COVID-19.

As we prepare for the onset of our fiscal year 2022 on October 1st, we are projecting to serve nearly 8,400 children next year and have subsequently increased our FY22 budget by \$800,000 to prepare for this influx. This budget increase reflects DCAC's commitment to recruiting and retaining top talent, as well as providing resources and support for staff as child abuse cases continue to increase. Due to the steady increase in client traffic in the building, we are adding five new positions that will allow for the agency to focus more on children's programming, data integrity, increased services for child sex trafficking victims, and additional demand in daily operations due in part to COVID requirements.

Additionally, just as we are preparing to be inundated with new cases, one of DCAC's largest public funding sources will be decreasing its support by 8%. The Victims of Crimes Act (VOCA) typically provides DCAC with \$3.2M annually but has decreased our funding for 2022 by \$268,000. This is in addition to the many unknowns surrounding events-based fundraising, as referenced in the attached update.

At this time DCAC respectfully requests a grant in the amount of \$1,000,000 from The Highland Dallas Foundation to support our life saving work in fiscal year 2022. A commitment of this magnitude will fulfill expected funding gaps while supporting the budget increases to satisfy transformative services related to the influx of child abuse victims we are seeing. The longevity of our partnership and your steadfast support during hours of need have shown us your dedication to DCAC and the young victims we serve. An early response to this request would allow us to execute budget plans immediately for FY22. Your consideration of this request is greatly appreciated.

With great respect,

A handwritten signature in cursive script that reads "Irish S. Burch".

Irish S. Burch
President and CEO



Organization Update & Supplemental Materials



**Dallas Children's Advocacy Center (DCAC)
Update to Highland Dallas Foundation as of September 2021**

As you can imagine, this past year working through a pandemic was supremely difficult on our DCAC employees and our 39 partners including 27 law enforcement agencies in Dallas County, Children's Health, the Dallas County District Attorney's Office, the Dallas County Southwestern Institute for Forensic Services, the Texas Department of Family and Protective Services (Child Protective Services, Child Care Licensing, Adult Protective Services), and the University of Texas Southwestern Medical Center at Dallas Department of Pediatrics. However, the largest impact by far was on our clients – the victims of criminal child abuse. When we were told to spend more time at home, victims of criminal child abuse were *stuck* at home with their abuser.

During a typical year, DCAC's Partner Relations Team reads over 28,000 reports of child abuse made in Dallas County. We coordinate the most severe cases of child abuse that rise to the criminal level, and to do so we must read each case of abuse reported and identify which come to DCAC where we facilitate a coordinated approach to child abuse cases that results in more successful investigation and prosecution outcomes and provides a less traumatic response to child victims and families. The overwhelming majority of our cases are sexual in nature and the alleged perpetrator is almost always someone the victim knows and trusts. DCAC serves clients from every zip code in Dallas County and, despite the pandemic, served over 8,000 children and their non-offending family members this year. The most we have seen come through our doors in one year.

On average we see a 5% increase in the number of clients served each year, which means we project to coordinate the investigation, prosecution, and healing services for over 8,400 children and non-offending family members this year. What we are experiencing is a steady increase each month that holds the power to overwhelm our staff if we do not maintain our existing infrastructure, making operating dollars more essential than ever. Operating dollars are more than lights on and doors open; as we have walked through the pandemic over the past year, operating dollars have come to represent an insurance policy to clients, that our services will remain available and accessible at no cost to clients, no matter what. Operating dollars allowed us to nimbly shift service delivery to a completely new platform as well as enhance all sanitation and security measures at the Center, ensuring safety for those staff who remained on the frontlines at the height of the pandemic. Overnight we transitioned to delivery of evidence-based therapy services and family advocacy support via a HIPPA approved telehealth platform, Doxy.me. We never stopped conducting forensic interviews on site for emergency cases. In fact, the Dallas County DA's office implemented a best-practice policy requiring all children 17 and under to have a forensic interview conducted at DCAC for a case to be accepted and filed in their office. This includes all criminal child abuse not involving CPS, high-risk youth, and child sex trafficking victims. As a result, DCAC has seen a 22% increase in after-hours forensic interviews. We have always done forensic interviews for these cases for other jurisdictions in Dallas County, but not for DPD. We are excited to coordinate these cases now to ensure best practices are followed and more children are served.

When forensic interviews go up, therapy services go up as well. Internally, to address ways to enhance the experience for an increase in client volume, the therapy team created a Goals/Productivity Task Force to identify areas of growth. The greatest opportunity for growth is reducing the amount of time clients

spend on the waitlist to receive therapy services. During the past year, we were able to move approximately 83% of clients off the wait list after two months.

In addition to serving over 8,400 clients, DCAC has identified the following organizational goals for fiscal year 2022 to best meet the needs of our growing client base.

- Conduct more **than 2,400 forensic interviews**; 95% of children will create an abuse-specific safety plan in the interview as well as be screened for domestic violence in the home.
- Provide case management services—including both case navigation services and victim’s rights information—to more than **7,400 children and their non-offending family members** who make a positive outcry of abuse.
- **Provide over 2,600 clients with evidence-based clinical services**, including TF-CBT, PCIT, PSB-CBT and EMDR with fidelity.

DCAC receives financial support from both public and private sources and is a proud United Way Service Provider. We will continue reaching out to existing partners and cultivating new friends to satisfy our annual budget, but to understand where we are today is to see where we started. We began fiscal year 2020 with a budget of nearly \$12 million, of which \$5 million was expected to come from private sources. Early into the pandemic DCAC instituted a spending freeze and shortly thereafter reviewed the budget for areas where cuts could be made to lower our monthly expenses while not impacting our direct services. Through these conservative measures we were able to keep 100% of our staff (outside of natural turnover) and end the year in the black, but more importantly we never closed our doors to clients. When budgeting for the 2021 fiscal year, (October 1, 2020), DCAC leadership was increasingly conservative while maintaining the integrity of our programs. The board approved a budget of about \$10.5 million, of which \$4 million was expected to come from private sources. Although in line with what was raised in fiscal year 2020, the future was still uncertain due to the pandemic. As the year went on DCAC made the difficult, but necessary, decision to cancel our annual luncheon, Appetite for Advocacy, to ensure the safety of our guests. Appetite is responsible for generating \$300,000 in unrestricted operating dollars annually. Additionally, we pushed our other two signature events, Aim for Advocacy and Art for Advocacy to September 2021, stacking two events responsible for close to \$1,000,000 in revenue to the final month of our fiscal year. Annually, special events generate over \$1,400,000 for the agency. For the past two years, we have had to cancel our luncheon; with an uncertain future, we must plan to identify additional private funds from alternative avenues.

As we look to the 2022 fiscal year and the goals we’ve set for the organization, we must reincorporate items previously removed or shaved from the budget. In FY21, DCAC staff members did not receive a merit increase, yet they remained dedicated to the clients we serve and fulfilling DCAC’s mission. With more and more opportunities for staff members to look for employment outside of DCAC, we believe that it is essential that we do all we can to retain our staff. Said simply, our people are our programs, and we must invest in them. Additionally, in March 2021, we conducted our annual climate survey. During the survey, staff members voiced concern for the lack of support of DCAC in the professional development area. DCAC added this back to the budget as this cost aids staff in receiving the training they need to remain current with cutting edge research and best practices; for clinicians, professional development helps to cover testing and certification required in leaning new mental health modalities to best serve trauma victims.

But there are still several unknowns surrounding the pandemic’s long-term impact, both related to plans for events-based fundraising and donor fatigue given the enormous demand on organizations here in North Texas over the last year. We also know some of our government funding may be altered. VOCA

(Victims of Crime Act funding) is one of our largest public funders, contributing approximately \$3.2 million annually to DCAC. We expect a decrease of \$268,000 from that pot which will need to be raised in private revenue. We continue to be optimistic about the future of fundraising, but we also are prepared for challenges and a change in our traditional schedule of events.

Abuse Thrives in Secrecy

DCAC coordinates the investigation and prosecution of the most severe cases of child abuse in Dallas County and provides evidence-based therapy and healing services to help families overcome the trauma of abuse.



Dallas Children's Advocacy Center™

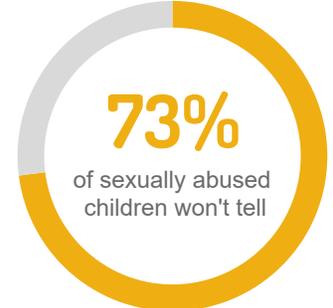
PROVIDING JUSTICE • RESTORING HOPE



During the COVID-19 shelter-in-place orders in the spring, child abuse reports were down 43% across North Texas but have returned to average levels with children in school.



A report of abuse is made every **20 minutes** in Dallas County.



 **8,068**

CHILDREN

and their non-offending family members were served at DCAC

Fiscal Year 2020 (October 1, 2019 - September 30, 2020)

A Seamless Team - Clients Receiving Services by Program



7,886

MDT Case Coordination includes reading 26,142 reports of abuse and communicating with DCAC's Partner agencies to coordinate the cases that rise to the level of a criminal offense.



1,921

Forensic Interviews of children making an outcry of abuse or who have witnessed a violent crime gather pertinent information for law enforcement and CPS investigators in a neutral, non-leading, and developmentally sensitive manner.



7,431

Family Advocates remove barriers between families and recovery from trauma. This can take the form of practical assistance for families in crisis, helping caregivers navigate the criminal justice system, providing children's programming for siblings and more.



2,498

The Mental Health Team provides trauma-focused, evidence-based therapy to children and their protective caregivers. Delivering services to both children and their families ensures that a child receives healing not just at DCAC, but also at home.

Education is Prevention



92,794

DCAC's National Training Center educated over 92,000 parents, community members and professionals working with children on how to recognize and report child abuse.



6,960 ATTENDEES

Our Crimes Against Children Conference is the number one training source for professionals in the field of child abuse.

We Can't Do It Alone



90 cents of every \$1 raised goes directly to the investigative and healing services DCAC provides free of charge.



11,630 volunteer hours were spent at DCAC last year, even during the pandemic. Volunteers are key to our services, CACC and the Save Jane Society.

CLIENT JOURNEY



Dallas Children's
Advocacy Center
PROVIDING JUSTICE • RESTORING HOPE



1

An Outcry or a Report of Abuse

Every child abuse case reported in Dallas County to the Department of Family and Protective Services is also read by DCAC. This ensures that no child falls through the cracks.



2

MDT Case Coordination

DCAC coordinates a multi-disciplinary team (MDT) approach by facilitating a comprehensive, coordinated approach that not only results in more successful investigation and prosecution outcomes, but also provides a better and less traumatic response to the child victims and their families.



3

Forensic Interview

A DCAC Forensic Interviewer will conduct a specialized investigative interview to gather information in a neutral, non-leading, developmentally sensitive, and legally defensible manner. Investigators from law enforcement and DFPS observe the interview which is recorded and then submitted to the DA's office as evidence.



4

Family Advocates

As a case goes through the investigation, prosecution and healing process, FAs help the family understand the process, learn about their rights and successfully access resources that will help their family during crisis. This support is provided throughout the life of the case.



5

Therapy & Graduation

Our Clinical Services team consists of masters and doctoral level therapists and clinical social workers who provide evidence-based, trauma-informed therapy. Because the trauma of abuse affects the whole family, our services are provided at no cost to each child and their non-offending family members. Therapy starts as soon as possible and typically lasts three months; there is no time-limit on therapy services and a child and their family members can receive services as long as necessary. DCAC Staff and Partners celebrate a client's graduation from therapy programs.



6

Court & Long-Term Case Management

Should the case go to court, our staff serve as expert witnesses and help prepare the family for court. After the trial, a family advocate continues to follow-up to ensure ongoing safety is in place. DCAC clients can return for services at any time at no cost.