



House Committee on County Affairs

Hank Whitman, DFPS Commissioner

November 16, 2016

The mission of the Department of Family and Protective Services is to protect children, the elderly, and people with disabilities from abuse, neglect, and exploitation by involving clients, families, and communities.

Immediately, address critical needs:

- Increase staff to handle climbing intakes
- Recruit and Retain Qualified Staff
- Increase salaries for Caseworkers
- Decrease Turnover
- Better Outcomes for Texas Children through increased capacity

- DFPS has requested to hire 829 additional FTEs, with 550 being caseworkers and Special Investigators.
- The additional staff will be strategically placed in those areas of the state where need is the highest.
- Management training and accountability will be critical to the success of staff retention.

FY 2017 Additional Critical Needs

Region	INV	SI	CVS	FBSS	Total
020 (Abilene)			20.0		20.0
030 (Dallas)	83.0	40.0		41.0	164.0
050 (Beaumont)			16.0		16.0
060 (Harris & surrounding)	53.0	40.0		60.0	153.0
070 (Austin)	64.0	10.0	69.0	23.0	166.0
08 (San Antonio)		10.0		21.0	31.0
Caseworkers	200.00	100.00	105.00	145.00	550.00
Regional Supervisors	33.0	10.0	15.0	21.0	79.0
Regional Unit Support	33.0		30.0	42.0	105.0
Regional Management	26.0		8.0	6.0	40.0
Regional Unit Support	92.00	10.00	53.00	69.00	224.00
Training/Hiring	15.6	1.4	8.2	11.3	36.5
Agency Support	6.3	4.2	3.3	4.5	18.3
Agency Operations	21.9	5.6	11.5	15.8	54.8
TOTAL FTEs	313.9	115.6	169.5	229.8	828.8

Professional and Stable Workforce

- Redesigned recruiting and hiring practices.
- Overhauled the current learning model for workers and provided additional support through mentoring.
- Strengthened supervision and improved employee performance evaluation and recognition.
- Active recruitment of military veterans.
- 2-year degree hiring program showing early success.

- Outcomes of workforce initiatives:
 - Reduced the length of time a position is vacant by 34 percent.
 - Preliminary UT evaluation of new caseworker training model is positive.
 - Increased retention in areas with locality pay.

**Percent of Caseworkers in the First Three Months of Training
That Agree with the Following Statements**



Proposed Salary Increase:

- \$1,000 per month for all caseworkers, as well as percent increases for supervisors and other regional management
- Based on the success of locality pay retention efforts (42.7% turnover to 21.5% turnover) and comparable jobs analysis

Total Cost for Salary Increase and New FTEs

		Agency Plan			Biennial
		2017	2018	2019	
Salary Increase	Existing Workforce (AF)	\$ 81,227,676	\$ 108,303,568	\$ 108,303,568	\$ 216,607,136
	Existing Workforce (GR)	\$ 72,964,989	\$ 97,286,653	\$ 97,286,653	\$ 194,573,306
New FTEs	New FTEs AF	\$ 61,207,272	\$ 77,647,794	\$ 77,647,794	\$ 155,295,588
	New FTEs GR	\$ 54,972,960	\$ 69,691,982	\$ 69,691,982	\$ 139,383,964
GRAND TOTAL AF		\$ 142,434,948	\$ 185,951,362	\$ 185,951,362	\$ 371,902,724
GRAND TOTAL GR		\$ 127,937,949	\$ 166,978,635	\$ 166,978,635	\$ 333,957,270

- Addressing Safety and Stress Levels
- Improving Pay and Benefits
- Strengthening relationships with Management

CPS Transformation began in August 2014 and was codified by SB 206 (Schwertner) from the 84th Legislature.

CPS Transformation has three main priorities:

- ensure child safety, permanency and well-being;
- establish effective organization and operations; and
- develop a professional and stable workforce.

Sunset and The Stephen Group recommended using data more effectively and improve quality assurance to identify risks and issues before they escalate to crises.

In response, CPS reorganized quality assurance resources into a new systems improvement division that is using data to help CPS continuously improve.

Foster Care Litigation – Background

- On March 29, 2011, the group, Children’s Rights, Inc. is a national advocacy group from New York City filed a lawsuit in Texas against the Governor, HHSC, and DFPS in federal court.
 - Case has been going on for 5 years now – There is a devoted team, and much time, to defending our improving system
 - Deals with the approximately 11,000 children in Texas’ PMC
 - One large super class concerning caseworker caseloads
 - Three subclasses
 - Children in licensed foster care
 - » Inadequate placement array
 - » Lack of oversight
 - Children placed in foster group homes (FGHs)
 - Basic level children in GROs
 - In its opinion, the Court found for Children’s Rights on all counts except one - basic level children in GROs
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Where Do We Go From Here?

- DFPS will file written objections on 11/21.
- DFPS can file responses to any objections from Plaintiffs by December 1, 2016.
- Judge Jack will enter an interim order.
- Ultimately, final order from Judge Jack.