



TEXAS
Department of Family
and Protective Services

Prevention and Early Intervention

**Fiscal Year 2021
Business Plan**

September 2020

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Table of Contents

- Introduction 1
- Program Overview and Scope 2
 - Charge of PEI 3
 - Building on PEI’s Five-Year Strategic Plan 4
 - Strategic Plan Priorities for Fiscal Year 2021 4
- Program Operations 6
 - PEI Teams 6
 - Contract Management and Oversight 6
 - Early Childhood 7
 - Youth and Family 8
 - Operations and Program Support 8
 - Research and Safety 9
 - Policy and Communications 10
 - Family First Prevention 10
 - PEI Initiatives for Fiscal Year 2021 11
 - Federally and Legislatively Required Reports 20
 - Key Measures of Success 21
- Program Resources 22
 - PEI Contracted Programs 23
 - Programs Providing Support to Families with Young Children 23
 - Programs Providing Support to Families with Youth 25
 - Programs Providing Support to Families with Children of All Ages 25
 - PEI Grant Opportunity Schedule 26
- Appendix A: Organizational Charts 28
 - Leadership Team 29
 - Policy and Communications Team 30
 - Family First Prevention Team 31
 - Early Childhood Team 32
 - Youth and Family Programs Team 33

Operations and Program Support Team	34
Contract Management and Oversight Team	35
Research and Safety Team	36
Appendix B: DFPS Prevention & Early Intervention Organizational Chart Accessible Narrative	37

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Introduction

The Prevention and Early Intervention (PEI) Division of the Department of Family and Protective Services (DFPS) published the following business plan to set forth the goals and strategies of the five-year strategic plan PEI adopted in September 2016. The Fiscal Year 2021 business plan highlights the major initiatives PEI will implement during the upcoming fiscal year.

In May, PEI leadership convened an internal workgroup comprised of representatives from each of the seven teams within PEI – Operations and Program Support, Contract Management and Oversight, Early Childhood, Policy and Communications, Research and Safety, Youth and Family, Family First Prevention. This workgroup met twice to create a transparent, division-wide plan of action that connects PEI's initiatives for Fiscal Year 2021 to its five-year strategic plan and strengthens the equity and accessibility of opportunities available to children, youth and families in Texas.

The Fiscal Year 2021 business plan builds on the work from Fiscal Year 2020 to outline PEI's continuing efforts to formalize and improve its existing infrastructure, ensure data-driven quality improvement efforts and expand the reach and efficacy of successful prevention programs. Through these efforts, PEI promotes positive outcomes for children, youth, families and communities. In this new fiscal year, PEI wants to look beyond aggregated outcomes and pay closer attention to successes in outreach efforts, enrollment behaviors, and outcomes for Texas children and families of different geographic, racial, ethnic and other cultural backgrounds.

PEI delivers its work through grants with community-based providers. Part of this community-based approach requires that the work is designed specifically for and owned by each individual community. As such, throughout this report PEI uses the terms contractors, providers and grantees interchangeably.

Through the major initiatives outlined below for Fiscal Year 2021, PEI will continue to make a positive difference in the lives of all Texas children and families through prevention programs and services designed to improve parenting skills, strengthen family relationships, build resiliency, ensure equitable access and promote community-driven efforts to make systemic improvements in the environments where children, youth and families live, learn, work and play.

Program Overview and Scope

PEI's work focuses on building strong and healthy children, youth and families through providing early intervention or preventing behaviors that lead to childhood adversities and promoting skills and strengths that keep families out of crisis. To ensure PEI operates as a cohesive unit, the Division adheres to the following mission, vision and values statements. Each complements the five-year strategic plan PEI adopted in 2016; the subsequent years' work towards strategic plan goals; and aligns PEI's upstream work as a crucial component of promoting positive outcomes for all children, youth and families and creating thriving communities where the diverse array of Texas families have equitable access to supports.

Mission

PEI helps create opportunities for children, youth and families to be strong and healthy by funding community-level, evidence-informed programs and systems of support upstream from crisis and intensive interventions.

Vision

PEI envisions a Texas where all children thrive in their families and communities through a supported network of safe, stable and secure relationships.

Values

The following shared set of values unite and guide PEI's staff:

- We create a culture of honesty and ethics.
- We embrace each other's diverse strengths and perspectives.
- We provide friendly customer service to both internal and external stakeholders.
- We are our best as a team. We support one another and resolve conflict through constructive means.
- We value humility and being of service.
- We work hard to get the job done well.

- We put ourselves in others' shoes.
- We pursue growth and learning.

Charge of PEI

The Texas Family Code charges PEI with the following responsibilities:

- Plan, develop and administer a comprehensive and unified delivery system of prevention and early intervention services to children and their families in at-risk situations.
- Improve the responsiveness of services for at-risk children and their families by facilitating greater coordination and flexibility in the use of funds by state and local service providers.
- Provide greater accountability for prevention and early intervention services in order to demonstrate the impact or public benefit of a program by adopting outcome measures.
- Assist local communities in the coordination and development of prevention and early intervention services in order to maximize federal, state and local resources.

Building on PEI's Five-Year Strategic Plan

In Fiscal Year 2017, PEI published a five-year strategic plan shaped by input from hundreds of community stakeholders, researchers, advocates and staff. As exemplified by PEI becoming a stand-alone division of DFPS in 2014, the strategic plan further reflects DFPS's shift from primarily investigation-based efforts aimed at protecting children to including a public health approach aimed at strengthening families.

The plan includes seven high-level goals with strategies, actions and measures of success for each. Alongside these goals, the following themes are emphasized throughout the plan:

- Adoption of a public health approach to prevention.
- Implementation of evidence-based programs.
- Effective use of data.
- Transparent and inclusive decision-making.

Strategic Plan Priorities for Fiscal Year 2021

At the end of Fiscal Year 2020, PEI released its fourth progress report on its implementation efforts of its five-year strategic plan. In that report, PEI summarized progress made during the fourth year of the plan and identified certain strategic plan goals for prioritization in Fiscal Year 2021. Threaded throughout these following priority goals is an emphasis on learning more about the specific experiences of children's and families' interactions with our programs to ensure prevention efforts are made available and attractive to Texas's very diverse communities:

1. **Strategic Plan Goal:** Require that parent and youth voices be included in community-needs assessments (*Goal 3.1.4*) and continue engaging internal and external stakeholders, including parents and youth, to inform strategic planning (*Goal 7.1.1*).

FY 2021 Focus: PEI will actively incorporate parent and youth voice and leadership to enhance supports to children, youth, families and communities.

2. **Strategic Plan Goal:** Promote a culture of care that places a high value on the well-being of families and children along the life course toward adulthood (*Goal 1.6*).

FY 2021 Focus: Using a public health lens PEI will ensure social determinants of health, with a specific focus on racial inequities, are components of our existing and future initiatives and will devote work toward creating opportunities for early support for families and communities.

3. **Strategic Plan Goal:** Establish PEI as a statewide hub for communication, knowledge sharing and assistance for stakeholders engaged in strengthening children and families in their communities (*Goal 1.5*).

FY 2021 Focus: PEI will finalize the Prevention Task Force’s community toolkit designed to support communities in their collaborative efforts to align around child maltreatment prevention and the promotion of positive outcomes for children, youth and families.

4. **Strategic Plan Goal:** Align public- and private-sector funders’ goals to maximize impact and cost-efficiency (*Goal 2.2*).

FY 2021 Focus: PEI will explore how families access services and how systems support families to maximize PEI’s available resources.

5. **Strategic Plan Goal:** Promote the use of evidence-based, evidence-informed and promising practices based on communities’ specific needs and desired outcomes (*Goal 1.3*).

FY 2021 Focus: Using the UT Child Maltreatment Risk Maps, PEI will continue exploring and leveraging alternative methods of engaging families to enhance local supports available in communities by best matching families’ needs with evidence-informed programs.

6. **Strategic Plan Goal:** PEI will maximize its impact by collaborating with other state entities and external organizations working with similar populations (*Goal 6*) and use research and data to identify modalities and interventions most likely to successfully address specific needs and priorities (*Goal 4.4*).

FY 2021 Focus: PEI will work across DFPS divisions and with partners across the state to enhance DFPS’s use of family-centered, preventative, data-driven and evidence-based prevention services to identify the most efficient ways to collaborate with and connect families to other needed supports and services in the communities.

Program Operations

The program operations section provides an overview of PEI’s seven functional teams and highlights the initiatives PEI will focus on to advance the Fiscal Year 2021 priorities.

PEI Teams

PEI’s 67 full-time employees (FTEs) are organized in seven functional teams and are collectively responsible for:

- Administering voluntary programs for families and youth.
- Promoting safe, stable and nurturing family environments through public awareness and education.
- Fostering systemic changes through community collaborations that benefit children, youth and families.

FTE Allocation by Team	FTEs
Early Childhood Programs	9
Youth and Family Programs	8
Operations & Program Support	9
Contract Management and Oversight	23
Policy and Communications	3
Research and Safety	10
Family First Prevention	2
Division-wide Leadership	3
Total FTEs	67

Contract Management and Oversight

The Contract Management and Oversight team serves as the primary focal point for planning, developing, awarding and managing all contracts for the PEI Division. The team, consisting of 23 FTEs – including a director and division administrator, manages and monitors 155 contracts. Most of these contracts are sub-recipient, complex, cost reimbursement or fee for service contracts. The team also manages all other contracts that provide support services to PEI and its grantees.

Responsibilities of the Contract Management and Oversight team consist of developing solicitation documents, reviewing contract budgets and awarding new contracts and grants, drafting contracts and amendment documents and managing assigned contracts throughout the contract lifecycle, which includes assessing risk, monitoring, ensuring receipt of all deliverables, approving and processing invoices accurately and timely and contract closeout.

Staff endeavor to manage contracts with the greatest degree of consistency, accountability and cost-effectiveness possible to ensure that service delivery meets client needs and the requirements of the selected program. While supporting the mission of PEI, staff are committed to promoting best practices and complying with state statutes and federal regulations.

The Contract Management and Oversight team consists of four major teams based on the contract lifecycle and reflects their ongoing role in overseeing contract management and bill processing. The teams are: solicitation and policy, contract management, contract technician and monitoring.

Solicitation and Policy Team:

This team consists of one manager, one team lead and one contract manager responsible for all solicitation activities, from review and approval of the statement of work to final execution of contracts. These staff enter requisitions to begin the process of purchasing services, awarding grants or initiating amendments. The Solicitation and Policy team works with Health and Human Services Procurement and Contracting Services, DFPS Contracts Legal and DFPS Contract Oversight and Support to ensure effective and efficient processes throughout the contract lifecycle. Additionally, this team stays abreast of any changes to state, federal or agency requirements and updates policies and procedures.

Contract Management Team:

This team has one manager and nine contract managers. Staff assigned to the contract management team manage the day-to-day activities involved in managing PEI's contracts, including providing technical assistance to grantees and responding to grantee requests, budget management and maximization and second level approval for payment of invoices. In addition to ensuring that all policy requirements implemented by Contract Oversight and Support are adhered to, this team completes all risk assessment documents which help to determine risk rankings.

Contract Technician Team:

This team has one manager and three contract technicians. Staff assigned to the contract technician team create all new contract records in DFPS's information management system IMPACT (Information Management Protecting Adults and Children in Texas), create budget documents used by grantees or contractors, manage timely payments to grantees and contractors, and are heavily involved with resolution of background check issues.

Monitoring Team:

This team has one manager and three contract monitors. Staff assigned to the monitoring team develop monitoring tools and techniques, conduct monitoring through on-site and desk reviews and issue monitoring reports on selected contracts each year. This team reviews single audit findings and prepares appropriate responses to proposed corrective action plans.

Early Childhood

PEI's Early Childhood team guides and supports program implementation for early childhood services and serves as a resource for prevention efforts across the state. The team of nine FTEs (division administrator, program specialist team lead and seven program specialists) support the Helping through Intervention and Prevention (HIP), Texas Home Visiting (THV), Texas Nurse-Family Partnership (TNFP) and Healthy Outcomes through Prevention and Early Support (HOPES) programs in 83 targeted counties. Using various evidence-based home visiting models and parenting supports, these programs promote family stability, child well-being and early learning in families during the prenatal period and with children through the age of five.

The Early Childhood team is responsible for developing programs through grant opportunities, providing programmatic oversight through program monitoring and providing implementation expertise using a data-informed and subject matter expertise approach.

Youth and Family

PEI's Youth and Family team focuses on implementing a full continuum of prevention services, supporting programs and serving as a resource for prevention efforts across the state. The team of eight FTEs (division administrator, a program specialist team lead and six program specialists) support the Texas Service Members, Veterans and Families (SMVF); Family and Youth Success (FAYS); Community Youth Development (CYD); Statewide Youth Services Network (SYSN) and Fatherhood EFFECT programs. These programs support youth and parents with children through the age of 17 through fostering positive youth development while building healthy families and resilient communities in Texas.

The Youth and Family team is responsible for developing programs through grant opportunities, providing programmatic oversight through program monitoring and providing implementation expertise using a data-informed and subject matter expertise approach.

Operations and Program Support

The Operations & Program Support team of nine FTEs (division administrator, program specialist team lead, two training specialists, one fiscal oversight and support analyst, one fiscal oversight contract specialist, one executive assistant and two administrative assistants) are responsible for the following key areas: training; community impact and systems building; fiscal oversight and administrative support to the entire PEI division.

Operations & Program Support identifies and creates training and technical assistance opportunities for PEI staff, providers, coalitions and community members based on data and feedback collected from stakeholders and program teams. These trainings provide a variety of learning opportunities including face-to-face lectures, conferences, hands-on workshops, webinars and self-paced courses online.

They work with community stakeholders and coalitions to connect them with training and coaching opportunities to improve systems and environments where children and families live, work and play. Through these resources PEI shares best practices with communities to assist them in building strong local ties and strong infrastructure for building thriving communities. This team is responsible for programmatic oversight of training and technical assistance contracts.

Fiscal oversight staff work with DFPS Finance Division to provide information and guidance in regards to PEI's operating budget, billing and federal reporting. Staff report, update, forecast and track the activity of program budgets by tracking state and federal paid expenditure data to completion.

Administrative support staff work with many divisions within DFPS in order to provide support to the staff of PEI. From ordering office supplies and ensuring that staff have the equipment they need when joining the division to submitting requisitions for training opportunities and software needs, these staff members do their best to ensure that the division has what they need to get the job done.

Research and Safety

Led by their director, the Research and Safety team includes both the Office of Child Safety and the Research and Evaluation team. Both teams analyze data and apply strong critical thinking skills, attention to detail, a high level of expertise and the ability to synthesize in-depth, complex information. The Office of Child Safety team (three FTEs) is comprised of one team lead and two child safety analysts and focuses on child fatality and near-fatality cases across the State of Texas. The Research and Evaluation team (six FTEs) focuses on PEI's prevention programs and includes a research and evaluation division administrator, an informatics and innovation specialist, a data quality assurance and evaluation specialist, a research and outcomes specialist, a continuous quality improvement coordinator and an evidence-based practices and systems specialist.

Office of Child Safety

The Office of Child Safety team independently analyzes individual child abuse and neglect fatalities, near fatalities and serious injuries that are investigated by DFPS or occur while the child is involved with DFPS. Through analyzing trends in child abuse and neglect fatalities and near fatalities, this team assesses root causes to provide guidance on the most effective prevention methods and improvements in child welfare and prevention practices.

To support positive changes in policy and practice to reduce child abuse and neglect fatalities and near fatalities, the analysts participate in local, statutorily required child fatality review teams; conduct trainings and case reviews for internal and external stakeholders; serve as subject matter experts related to child fatality and near-fatality data within DFPS; and participate in community-based prevention efforts. The analysts further provide advanced consultative assistance to agency staff and local stakeholders, government agencies and community organizations, promoting awareness and prevention of child maltreatment fatalities and near fatalities.

The Office of Child Safety produces reports for DFPS leadership and external stakeholders, including releasable reports when a child's death is caused by abuse or neglect and the child or family was involved in an open case with DFPS. These reports and the annual child fatality report meet federal and state mandated data and outcomes reporting requirements, sustain internal and external efforts to address risk factors associated with child maltreatment and support ongoing community work to nurture resiliency and reach positive outcomes for children across Texas.

Research and Evaluation

The Research and Evaluation team manages PEI's information technology projects, data management, data quality assurance, continuous quality improvement efforts, internal research and evaluation, internal program evaluation and oversight of third-party research and evaluation contracts. Key projects include the Prevention and Early Intervention Reporting System (PEIRS), PEI's data system of record; continuous quality improvement oversight and technical assistance; facilitation of the Research Roundtable; and federal and state mandated data and outcomes reporting.

Policy and Communications

The Policy and Communications team is led by the policy and communications specialist and includes two information specialists. The team is responsible for analyzing external policy, developing statewide communication strategies for PEI and promoting public awareness initiatives.

PEI Communications works with the DFPS Communications Team and outside contractors to produce and distribute branded resources in campaigns aimed at fostering public wellbeing. Campaigns focus on promoting positive outcomes for children, youth, families and communities and normalizing seeking help. Communications regularly connects with and provides information to stakeholders through our array of weekly, bi-monthly and monthly electronic communications; and provides current information to families through our parenting tips website, our annual parenting tips calendar and social media platforms.

PEI Policy oversees and coordinates the overall planning, development, and implementation of PEI's legislative direction, goals and objectives both during the interim and the Texas legislative session. PEI Policy oversees internal and external legislative communications and provides technical guidance to PEI staff around legislation.

Family First Prevention

The Family First Prevention Team is comprised of one program specialist and one program supervisor. The team is responsible for the strategic planning and implementation of the Family First Prevention Services Act (FFPSA) federal legislation and other PEI initiatives as assigned. The Family First Prevention Team works with both internal and external stakeholders to project manage the multi-faceted agency prevention services components of FFPSA.

PEI Initiatives for Fiscal Year 2021

The following table highlights the major activities PEI prioritized for Fiscal Year 2021 to continue moving the needle on achieving the goals in its five-year strategic plan. These include new initiatives, existing programs, planning activities and interagency collaborative efforts.

Activity	Description	PEI Lead	Outcome
New: 87th Legislative Session	Support the 87 th Legislative Session regarding funding decisions and any bills that could impact prevention programming in Texas.	Policy and Communication	Monitor, analyze and implement any passed legislation that impacts DFPS PEI.
New: Child Safety Summit	PEI will conduct a public safety summit to bring community partners together to focus on addressing the prevention of child maltreatment fatalities related to abusive head trauma, drownings and unsafe sleep practices from a community standpoint.	Office of Child Safety	Implement strategies to address child safety at the community level.
New: Community Awareness to Promote Protective Factors	PEI will produce new content for the newly launched GetParentingTips.org website and continue its year-round advertisement efforts.	Policy and Communication	Raise awareness about the resources and supports available to families through PEI's services, normalize the challenges of parenting and encourage help-seeking behaviors.
	PEI will add new live action videos to its current outreach campaign.		Normalize the challenges of parenting and encourage help-seeking behaviors.

Activity	Description	PEI Lead	Outcome
	PEI will expand its existing awareness month observances by adding three new topics and create accompanying toolkits to share with providers.		Raise awareness by sharing awareness month information and available supports with communities.
	PEI will produce a video to increase awareness of the positive impacts of the CYD program from an agency, research and youth perspective.	Youth and Family	Promote the benefits of PEI's CYD program to engage more youth in the program.
Community Awareness to Promote Protective Factors	PEI will continue expanding its partnership with Bright by Text.	Policy and Communication	Share resources and supports to Texas families.
	PEI will refresh its public outreach campaigns utilizing a public health approach to reduce child fatalities and wide-scaled prevention messaging to address both child and adolescent safety.	Office of Child Safety	Provide resources and support to communities to increase childhood safety.
Community Toolkit	PEI will finalize and publish the Prevention Task Force's community toolkit.	PEI Leadership	Support communities in their collaborative efforts to align around child maltreatment prevention and the promotion of positive outcomes for children, youth and families.

Activity	Description	PEI Lead	Outcome
Continuous Quality Improvement (CQI) to support data-driven prevention efforts	PEI will identify and offer resources to support MIECHV providers in their CQI efforts focusing on safe sleep, depression screening and depression referral.	Research and Evaluation	Assess and increase provider understanding of how to use data, research and evaluations in decision-making.
	PEI will organize and convene the Fiscal Year 2021 State CQI Committee meetings for MIECHV providers quarterly or more frequently if needed.		Supply consistent tools for providers to monitor and improve prevention program quality.
	PEI will develop data visualization tools and infographics to make program evaluation and CQI accessible to providers and staff.		Increase knowledge about PEI programs, clients, services, outputs, and outcomes
Contract Monitoring and Fiscal Oversight	PEI will monitor approximately 30 providers and anticipates processing approximately 1800 invoices.	Contract Management and Oversight	Create an efficient contract monitoring and fiscal oversight infrastructure that ensures decisions maximize funding.
	PEI will review its programmatic monitoring tools and address any identified gaps to improve the quality, consistency and efficiency of PEI's programmatic monitoring process for the provider and program specialist.	Early Childhood and Youth and Family	Ensure PEI can effectively monitor programmatic elements to assess program health.

Activity	Description	PEI Lead	Outcome
	PEI will work with internal programs and contracts teams to revise the monthly, quarterly and annual reports to reduce duplication of information already captured in the PEIRS database.	Research and Evaluation	Reduce the reporting burden on provider sites.
New: COVID-19 Response	PEI will work with providers to understand and document the on-going impacts of COVID-19 on service delivery; provide flexibility to programs in partnering with families and work with state and community partners to anticipate future impacts of COVID-19 and the needs of families impacted.	PEI Leadership	Ensure families continue to have necessary prevention resources and supports in their community.
Enhancing PEI Community Collaborations	PEI will facilitate two new learning opportunities focused on building coalition capacity and will partner with 11 MIECHV & TEA Grant Coalitions to launch RBA Scorecards for community coalitions.	Operations and Program Support	Provide technical assistance to communities on building capacity and launching successful coalitions.
	PEI will provide a peer collaboration opportunity for its FAYS and CYD providers to come together and share resources and best practices to support youth in Texas.	Youth and Family	Enhance services provided to youth in areas that have both a FAYS and CYD program.
New: Enhancing PEI Community Collaborations	PEI will provide peer collaboration opportunities for its HIP and NFP providers to ensure pregnant and parenting youth in care receive referrals/services.	Early Childhood	Ensure eligible youth in DFPS conservatorship have access to parenting supports.

Activity	Description	PEI Lead	Outcome
Interagency System Coordination	PEI will continue its formal partnerships with TEA, TWC and HHSC to support the Interagency Early Childhood work.	PEI Leadership	Develop the statewide early childhood strategic plan and finalize the statewide outcomes dashboard.
	PEI will ensure that necessary data matching agreements between PEI, providers, and external organizations are in place.	Research and Evaluation	Ensure MOUs are enacted, in process and updated when data sharing or matching is a requirement.
Local Government	PEI will collaborate with Brazos Valley Council of Governments to pilot a project on supporting family self-sufficiency.	Youth and Family	Examine the impact of parenting skills training on poverty reduction within Brazos Valley.
Maximize Funding	PEI will continue to explore new funding opportunities.	PEI Leadership	Seek new funding streams to advance PEI's prevention efforts.
New: Parent and Youth Engagement	PEI will seek parent and youth voice to help enhance programming, technical assistance, retention and enrollment.	Operations and Program Support	Increased engagement of parents and youth beyond participation in services.

Activity	Description	PEI Lead	Outcome
<p>PEI Staff Development</p>	<p>PEI leadership continuously works to develop opportunities for staff to provide feedback to leadership (through workgroups and surveys) and to celebrate successes of the PEI Division.</p>	<p>PEI Leadership</p>	<p>Create a stable workforce by ensuring staff’s voice is heard by utilizing the staff feedback survey and creating workgroups as needed (such as the telework and equity workgroups).</p>
	<p>PEI prioritizes supporting professional development opportunities and improving the retention of its staff.</p>		<p>Ensure leadership is responsive to staff needs and provide any needed support.</p>
	<p>PEI will improve its onboarding process for new staff to ensure they have the tools and supports they need to succeed.</p>		<p>Provide a comprehensive orientation and training plan to new employees.</p>
<p>PEI Staff Handbook</p>	<p>PEI will make any necessary changes to its contracting guidebook and execute the final draft in FY 2021.</p>	<p>Contract Management and Oversight</p>	<p>Utilize feedback on PEI’s Contracting guidebook for final implementation and formalization into a Handbook.</p>
<p>Prevention and Early Intervention Reporting System (PEIRS)</p>	<p>PEI will provide training and technical assistance on the use of PEIRS Expansion Outcome Reports.</p>	<p>Research and Evaluation</p>	<p>Ensure providers are aware of available outcomes data and how to use them for program improvement.</p>

Activity	Description	PEI Lead	Outcome
	PEI will develop processes and procedures for the most efficient use of PEIRS administrative functionality		Make changes to PEIRS using the administration and configuration tool accurately and timely.
	PEI will offer technical assistance to providers and will train staff on PEIRS new reporting capabilities.		Ensure successful use of the expanded PEIRS database.
	PEI engages in frequent quality assurance reviews of PEIRS data for accuracy and consolidation for use in its various dashboards and the annual data book.		Use quality data in decision-making and dissemination.
Promoting Pediatric Brain Health	PEI will elevate early brain development as a critical area of focus during the upcoming fiscal year.	Early Childhood and Research and Evaluation	Manage and support the FY21 Pediatric Brain Health Summit planning and execution.
Prevention Program Evaluations	PEI contracts with third party evaluators to evaluate current programs. PEI develops strategies to incorporate the lessons learned from evaluations into PEI's daily work and decision-making.	Research and Evaluation	Ensure programs deliver high quality services and generate contractually required outcomes.
New: Prevention Program Evaluations	PEI will identify a CYD Survey tool and develop an implementation plan for utilizing during Fiscal Year 2022.	Youth and Family	Provide a tool to consistently measure program outcomes across CYD providers.
	PEI will identify, catalog and promote the use of evidence-based programming with its FAYS providers.	Youth and Family	Increase the use of evidence-based programming within the FAYS program.

Activity	Description	PEI Lead	Outcome
New: PEI Strategic Planning for 2022-2026	PEI will develop its Five-Year Strategic Plan for 2022-2026 as required in Texas Family Code 265.005	Associate Commissioner	Develop PEI's Fiscal Year 2022-2026 Five-Year Strategic Plan.
Professional Development of the Prevention Workforce	PEI will provide professional development opportunities, training, technical assistance and support to PEI contracted providers and partners, through peer to peer learning opportunities, provider orientations, comprehensive web-based and in-person trainings, monthly provider calls, among others.	Operations and Program Support; Early Childhood; Youth and Family	Enhance support available to providers and partners.
	PEI will host the 20th annual Partners in Prevention (PIP) Conference for Texas' parent educators, youth service providers, civic leaders, policy advocates, researchers and others with a professional interest in child and family well-being, youth development and juvenile justice prevention and begin planning efforts for the FY 2022 PIP conference.	Operations and Program Support	Provide an educational and networking opportunity for providers, partners and stakeholders.
STAR-Enhancement	PEI's STAR program will officially transition to its new name – Family and Youth Success Program – and providers will be required to incorporate its new name and logo starting 9/1/2020.	Youth and Family	Implement all necessary changes to conform to the rebranding of the STAR program.

Activity	Description	PEI Lead	Outcome
New: System Involved Families	PEI will explore expanding prevention services to support system involved families.	PEI Leadership	Increase the available evidence-based prevention supports to families involved in the child welfare system.
New: Texas Prevention Framework Workgroup	The workgroup is a multi-agency effort exploring what a Texas prevention continuum could look like.	PEI Leadership	Develop a prevention framework that is specific to Texas and helps delineate the state's and communities' role in supporting prevention efforts to strengthen families.
Utilizing Data	PEI staff will present data and research projects at conferences and meetings when appropriate.	Research and Evaluation	Showcase PEI's innovative work around data and research.
	PEI will design and implement surveys to gather information from staff and providers.		Implement effective surveys that collect data that aligns with the research question.
	PEI has introduced Quality Incentive Project scorecards to begin measuring exceptional performance but will explore the applicability of using quality incentive payments.	PEI Leadership	Encourage exceptional performance of PEI providers.

Activity	Description	PEI Lead	Outcome
New: Utilizing UT Child Maltreatment Risk Maps	PEI will work with the University of Texas Population Health to develop an updated Needs Assessment for identifying vulnerable communities within its MIECHV providers.	Research and Evaluation	Update the MIECHV needs assessment based on PEI's growth strategy.
New: Diversity, Equity and Inclusion workgroup	PEI established the Diversity, Equity and Inclusion (DEI) Workgroup to infuse cultural humility and inclusivity within PEI.	DEI Steering Committee	Create a culture in which all PEI staff members feel welcomed, supported and differing perspectives and contributions are sought and valued.
	The DEI Workgroup will coordinate with PEI staff to incorporate cultural humility and inclusivity in the work that PEI funds.		All children, youth and families who could benefit from prevention programs have equitable access to prevention programs that are delivered in a manner that is sensitive to diverse family cultures.

To continue to elevate prevention as a necessary element of preventing child abuse and neglect PEI staff participate, to varying degrees, on numerous state level interagency collaborations, coalitions, task forces and workgroups. Examples of interagency coordination and partnerships can be found in the FY2019 PEI Strategic Plan Progress Report.

Federally and Legislatively Required Reports

PEI has federal and legislatively required reports that are published annually between August 31st and March 1st.

Date	Description	PEI Lead
September 1	Annual Strategic Plan Update	Policy and Communications
October 1	Coordination for Youth Prevention and Intervention Services (Annual Rider 17 Report)	Youth and Family
October 1	MIECHV Needs Assessment Report	Research and Evaluation
October 30	Annual MIECHV Discretionary Grant Information Systems (DGIS) Report	Research and Evaluation
December 1	Improved Outcomes Pilot report (Rider 39)	Research and Evaluation
December 1	Biennial PEI Outcomes Report (Includes: Home Visiting Program Biennial Report requirement; Prevention Programs for Veterans and Military Families requirement; Parenting Education Programs Biennial Report requirement)	Research and Evaluation
December 1	Annual Texas Nurse-Family Partnership Grant Recipient Performance Evaluation	Research and Evaluation
January 31	Annual CBCAP Report	Grants and Special Projects
March 1	Child Maltreatment Fatalities and Near Fatalities Annual Report	Office of Child Safety
March 1	Annual MIECHV CQI plan and report	Research and Evaluation

Key Measures of Success

To ensure success as a division and guide its progress toward achieving the goals in its five-year strategic plan, PEI uses the following key measures of success:

- Achieve positive contract outcomes for children, families and communities.
- Maximize funds.
- Create transparency through timely, objective, high quality reports to the state legislature and federal partners.
- Demonstrate a culture of quality and accountability with staff, contractors and partners.

These key measures provide PEI with the framework needed to monitor its foundational work and serves as the compass for the division to identify where to focus energy and prioritize its work to achieve the goals in its five-year strategic plan.

Program Resources

PEI manages nine programs that offer free, voluntary, community-based services to children, youth and parents across the state of Texas. These services are delivered through 132 contracts with communities which include nonprofit organizations, local governments, schools and other community-based organizations throughout Texas. PEI manages 30 additional contracts for research, evaluation and technical assistance. PEI has a current biennium budget of \$214,176,598; its network of providers served more than 67,000 children, youth and families. During Fiscal Year 2019 over 700,000 individuals visited PEI's parenting tips website, HelpandHope.org, and accessed two to three pages each visit.

PEI Operational Information	Amount
Budget FY20-21 legislative allocation	\$214,176,598
Programs Voluntary programs serving parents and youth	9
Provider Contracts Nonprofit organizations, city and county governments (8/31/20)	132
Support Contracts Research, evaluation, technical assistance (8/31/20)	30
Employees FTEs allocated as of August 31, 2020 (no field staff)	67
Families Served Unique Families served in FY 2019	67,217
Visits to HelpandHope.org Total page views in FY 2019	706,632

PEI Contracted Programs

PEI's voluntary services target specific demographics and, in some cases, specific geographic areas. As shown below, PEI's programs are organized by the intended beneficiary.

Programs Providing Support to Families with Young Children

Program	Description	Projected number served in FY 2021
Healthy Outcomes through Prevention and Early Support (HOPES)	Project HOPES provides a wide variety of innovative community-based initiatives and supports for families with children zero to five years of age.	6,072
Helping through Intervention and Prevention (HIP)	HIP is a community block grant that provides in-home parent education using evidence-based or promising practice programs. The programs are effective in increasing protective factors for families of children 0-5; designed to support healthy, nurturing, and safe homes for children; and ultimately promote positive outcomes for children and families.	408
Texas Home Visiting (THV)	<p>THV is a free, voluntary program through which early childhood and health professionals regularly visit the homes of pregnant women or families with children under the age of six and, using various evidence-based models, support positive child health and development outcomes, increase family self-sufficiency and create communities where children and families can thrive. In addition to the funding appropriated through the Texas Legislature, THV is also funded through Maternal Infant Early Childhood Home Visiting (MIECHV), a federal grant that allows communities to select the evidence-based home visiting model best suited for their community including:</p> <ul style="list-style-type: none"> • Nurse-Family Partnership (NFP); • Parents as Teachers (PAT); • Home Instruction for Parents of Preschool Youngsters (HIPPOY); and • Healthy Families America (HFA). <p>These funds also support the coordination of local and state early childhood coalitions to build</p>	4,172

Program	Description	Projected number served in FY 2021
	comprehensive early childhood systems. The unique Texas model utilizes both service and system-level strategies to improve broad child and family outcomes.	
Texas Nurse-Family Partnership (TNFP)	<p>TNFP is a free, voluntary program through which nurses regularly visit the homes of at-risk pregnant women or families with children under age 2. Families start services with TNFP by their 28th week of pregnancy and can receive services until the child reaches two years of age. The Nurse Family Partnership model is also funded through:</p> <ul style="list-style-type: none"> • Maternal Infant Early Childhood Home Visiting (MIECHV) is a federal grant that supports the implementation of a combination of the following evidence-based home visiting models: Nurse-Family Partnership (NFP); Parents as Teachers (PAT); Home Instruction for Parents of Preschool Youngsters (HIPPY); and Healthy Families America (HFA). These funds support the coordination of local and state early childhood coalitions to build comprehensive early childhood systems. The unique Texas model utilizes both service and system-level strategies to improve broad child and family outcomes. • HOPES is an existing PEI program that provides a wide variety of innovative community-based initiatives and supports for families with children zero to five years of age. 	2,750
	Total	13,402

Programs Providing Support to Families with Youth

Program	Description	Projected number served in FY 2021
Community Youth Development (CYD)	Through the CYD program, PEI provides funding and technical assistance to community-based organizations that foster positive youth development and build healthy families and resilient communities.	17,040
Statewide Youth Services Network (SYSN)	The SYSN program creates a statewide network of youth programs aimed at positive youth development for youth ages 6 to 17. PEI funds allow state-level grantees to identify areas that may benefit from additional resources and target specific support to local communities. Examples of service provided through SYSN include mentoring and youth skills development.	2,147
	Total	19,187

Programs Providing Support to Families with Children of All Ages

Program	Description	Projected number served in FY 2021
Family and Youth Success (FAYS – formerly STAR)	The FAYS program addresses family conflict and everyday struggles while promoting strong families and youth resilience. Every FAYS provider offers one-on-one coaching or counseling with a trained professional and group-based learning for youth and parents. FAYS programs also operate a 24-hour hotline for families having urgent needs. In some areas of the state FAYS only provides services to families with children 6-17 years of age.	21,468
Fatherhood EFFECT (Educating Fathers for Empowering Children Tomorrow)	Fatherhood EFFECT programs provide parent education and resources to fathers. Beginning in FY20, Fatherhood EFFECT’s scope expanded to include collaboration with community coalitions, encouraging organizational adjustments to increase the quality of supports targeted specifically at fathers and pivoting to	869

Program	Description	Projected number served in FY 2021
Texas Service Members, Veterans, and Families (SMVF – formerly Military Families and Veterans Pilot Prevention MFVPP)	explicitly include and support fathers across multiple programs in an organization or community. Through supports such as parenting, education, counseling and youth development programming the SMVF program: <ul style="list-style-type: none"> • Builds on the strengths of both caregivers and children to promote strong families; Partners with military and veteran caregivers to support positive parental involvement in their children’s lives; • Partners with military and veteran caregivers to maximize their ability to give their children emotional, physical and financial support; and • Builds community coalitions focused on promoting positive outcomes for children, youth and families. 	1,131
	Total	23,468

House Bill 1549, from the 85th Legislative Session, requires PEI to develop a growth strategy to gradually increase the number of families receiving PEI services each year. In response, PEI partnered with the University of Texas Health Science System to assist in developing growth and expansion strategies for existing programs. As part of this partnership, [community maltreatment risk maps](#) were released in January. These maps provide PEI a new opportunity to utilize state-of-the-art risk mapping and geographically-based risk and resiliency models to identify and allocate resources within communities of highest need. PEI will continue using these maps to provide support to communities in preventing child maltreatment by helping families before they are in crisis. PEI will also analyze the degree of geographic risk experienced by families served in Fiscal Year 2021 as part of its quality incentive project.

PEI Grant Opportunity Schedule

To support its service needs, PEI developed a plan in Fiscal Year 2019 that outlines grant activities for program through Fiscal Year 2024. In Fiscal Year 2020 new contracts for HOPES I, Fatherhood EFFECT and HIP started. PEI began the grant opportunity (Request for Application) process for HOPES II and III and the TNFP programs and completed the SMVF RFA. In Fiscal Year 2021 PEI will begin the grant opportunity process for FAYS, HIP, SYSN and THV/MIECHV. The following table outlines PEI’s grant opportunity schedule.

Fiscal Year 2020 Business Plan

Program	Contract Start Date	Contract End Date	Next Application Opportunity
Community Youth Development (CYD)	Fiscal Year 2017	August 2021	Fall 2020
Family and Youth Success Program (FAYS – Formerly STAR)	Fiscal Year 2018	August 2023	Fall 2021
Fatherhood EFFECT	Fiscal Year 2020	August 2024	Fall 2023
Helping through Intervention and Prevention (HIP)	Fiscal Year 2020	August 2022	Fall 2021
Helping Outcomes through Prevention and Early support (HOPES I)	Fiscal Year 2020	August 2024	Fall 2023
Helping Outcomes through Prevention and Early support (HOPES II)	Fiscal Year 2016	August 2021	Fall 2020
Helping Outcomes through Prevention and Early support (HOPES III)	Fiscal Year 2017	August 2021	Fall 2020
Texas Service Members, Veteran, and Families (SMVF)	Fiscal Year 2021	August 2025	Fall 2024
Statewide Youth Services Network (SYSN)	Fiscal Year 2018	August 2022	Summer 2021
Texas Home Visiting Programs (THV)/MIECHV*	Fiscal Year 2018	August 2022	Summer 2021
Texas Nurse-Family Partnership (TNFP)	Fiscal Year 2016	August 2021	Fall 2020

*Six THV contracts began in Fiscal Year 2015. These contracts will end in Fiscal Year 2022 and will be re-procured with the THV/MIECHV program contracts.

Appendix A: Organizational Charts

PEI employs 67 full-time equivalent staff, nearly all of whom are in the state office in Austin. PEI has no regional staff; however, a small number of Office of Child Safety employees are based out of regional offices or work remotely.

Contract Management and Oversight accounts for the largest share of staff (23) followed by program specialists on the Early Childhood team and Youth and Family team (15 combined), program specialists on the Research and Safety (8) team and specialists on the Operation and Program Support team (5). Organizational charts for PEI's leadership team and seven functional teams are available below.

[Accessible organizational chart narrative.](#)

FTE Allocation by Position	FTEs
Director IV	1
Director III	1
Director I	2
Manager IV	5
Program Supervisor VII	1
Program Specialist VII	1
Manager II	4
Program Specialist VI	9
Program Specialist V	20
Training Specialist V	1
Information Specialist IV	2
Program Specialist III	13
Executive Assistant II	1
Contract Technician III	3
Contract Specialist II	1
Administrative Assistant III	2
Total FTE	67

Leadership Team

(As of July 2020)

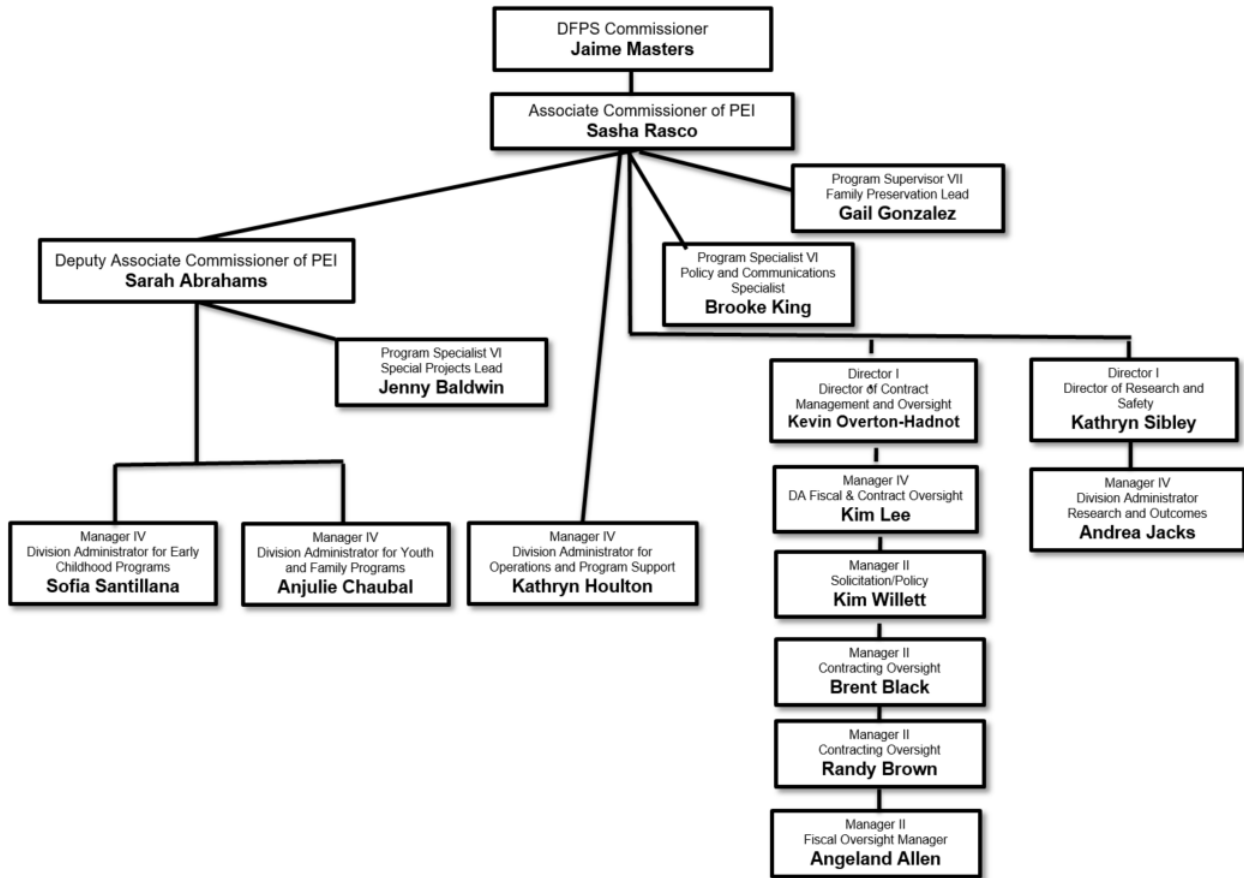


Figure 1: Organizational chart for PEI's Leadership Team

Policy and Communications Team

(As of August 2020)

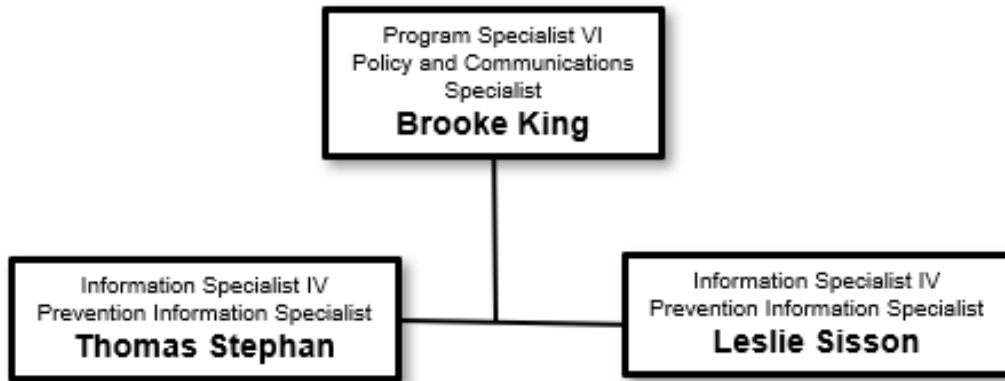


Figure 2: Organizational chart for PEI's Policy and Communications Team

Family First Prevention Team

(As of June 2020)

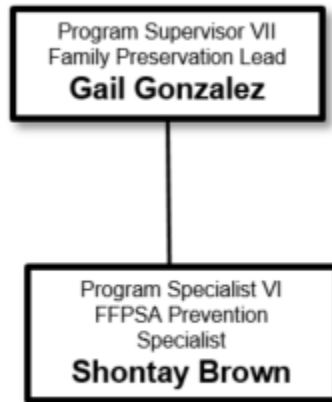


Figure 3: Organizational chart for PEI's Family First Prevention Team

Early Childhood Team

(As of July 2020)

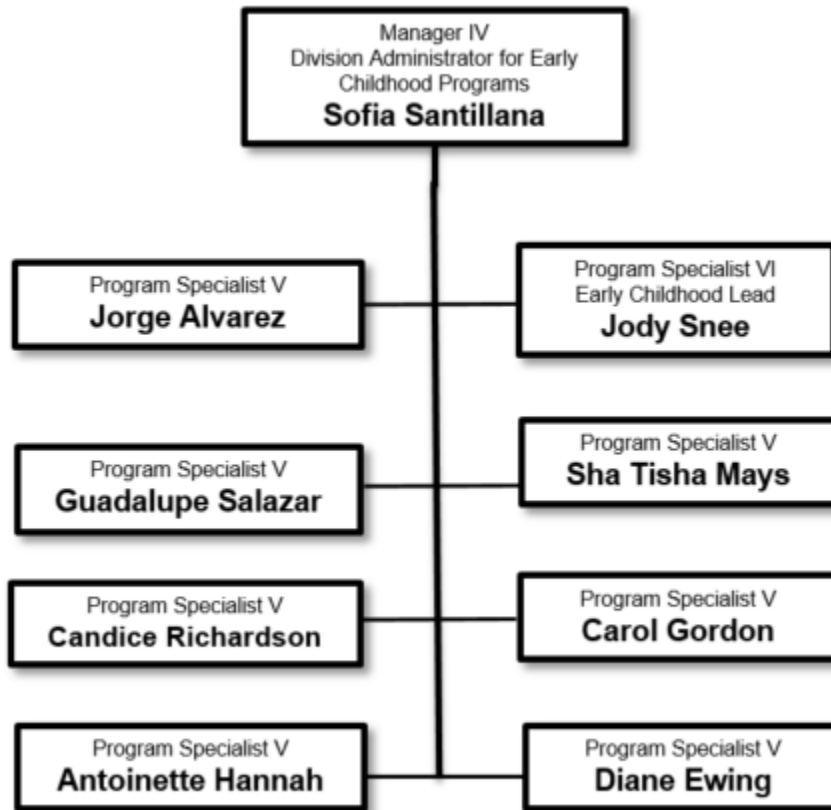


Figure 4: Organizational chart for PEI's Early Childhood Team

Youth and Family Programs Team

(As of June 2020)

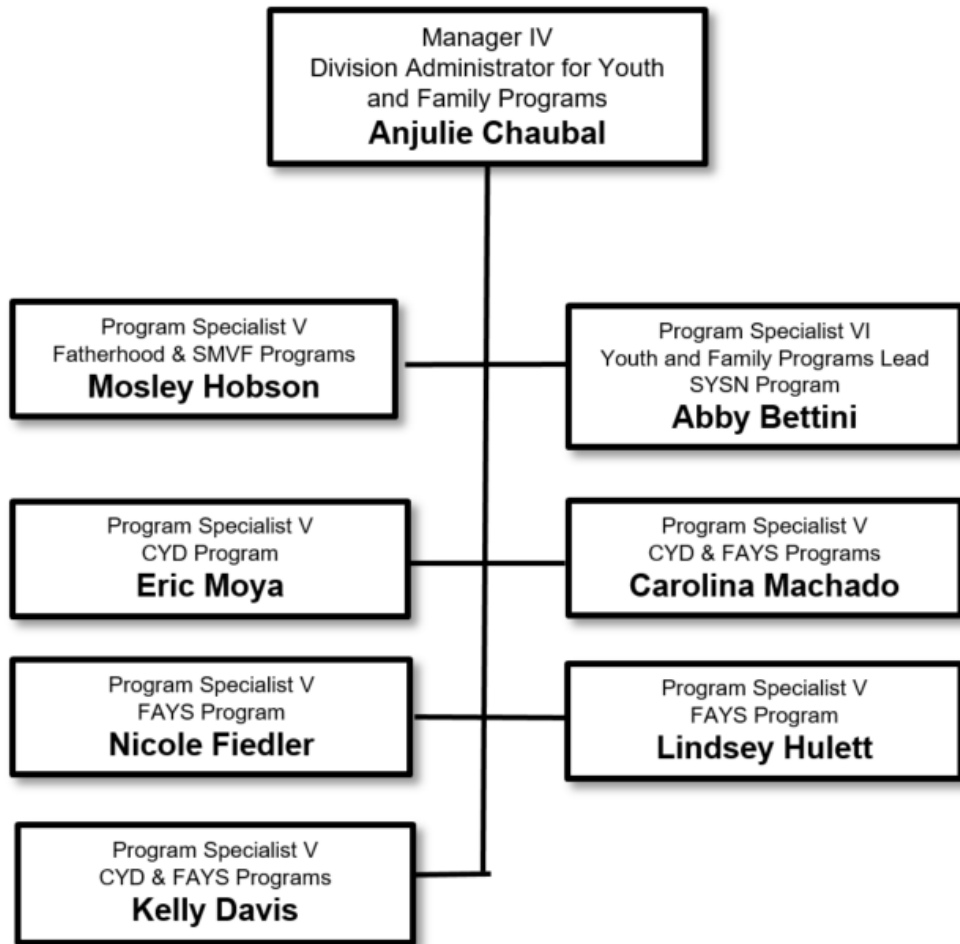


Figure 5: Organizational chart for PEI's Youth and Family Team

Operations and Program Support Team

(As of June 2020)

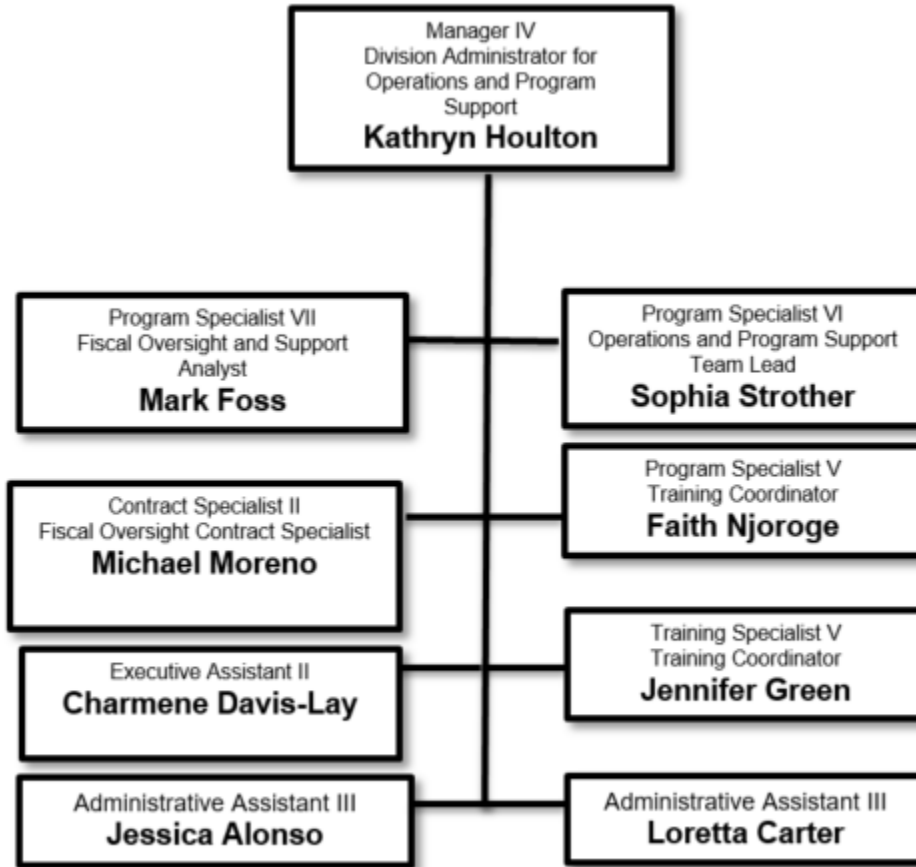


Figure 6: Organizational chart for PEI's Operation and Program Support Team

Contract Management and Oversight Team

(As of July 2020)

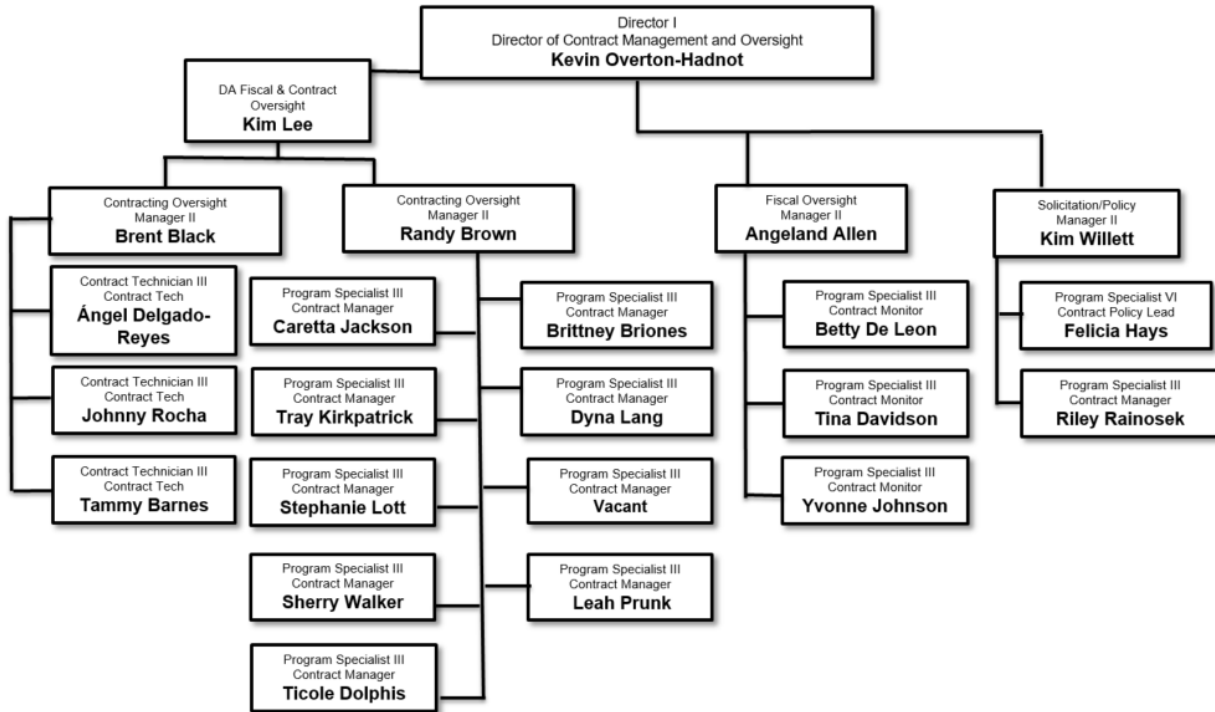


Figure 7: Organizational chart for PEI's Contract Management and Oversight Team

Research and Safety Team

(As of June 2020)

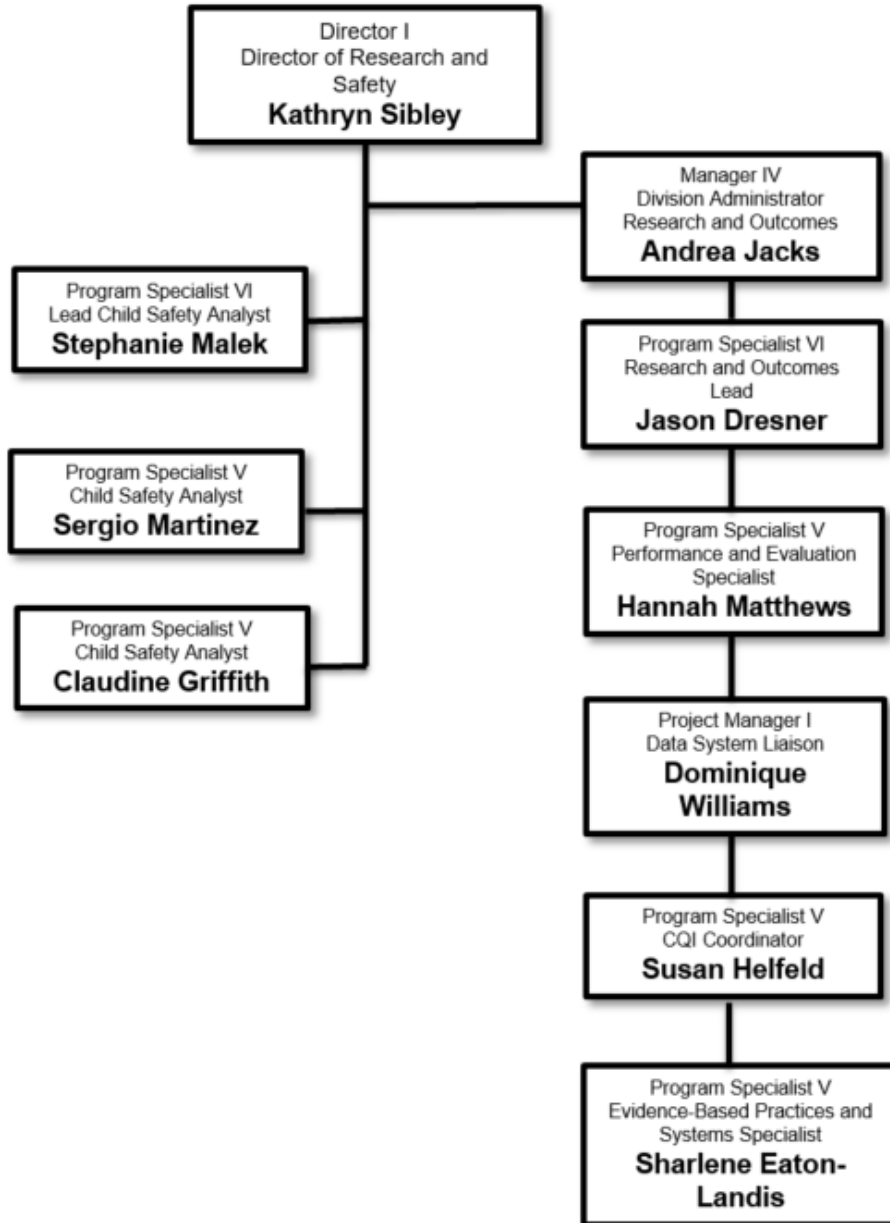


Figure 8: Organizational chart for PEI's Research and Safety Team

Appendix B: DFPS Prevention & Early Intervention Organizational Chart Accessible Narrative

PEI Division

Sasha Rasco, Associate Commissioner

Manages:

- Sarah Abrahams, Deputy Associate Commissioner
- Kathryn Houlton, Division Administrator for Operations & Program Support
- Brooke King, Policy & Communications Specialist
- Kevin Overton-Hadnot, Director of Contract Management and Oversight
- Kathryn Sibley, Director of Research & Safety
- Gail Gonzalez, Family Preservation Lead

Executive Assistant

Charmene Davis-Lay, Executive Assistant II

Deputy Associate Commissioner (Direct Report Leadership Team)

Sarah Abrahams, Deputy Associate Commissioner

Manages:

- Sofia Santillana, Division Administrator for Early Childhood Programs
- Anjolie Chaubal, Division Administrator, for Youth and Family Programs
- Jenny Baldwin, Grants and Special Projects Lead

Division Administrator for Operations & Program Support (Direct Report Leadership Team)

Kathryn Houlton, **Division Administrator for Operations & Program Support**

Manages:

- Mark Foss, Fiscal Oversight and Support Analyst
- Faith Njoroge, Training Coordinator
- Michael Moreno, Fiscal Oversight Contract Specialist
- Sophia Strother, Operations Program Support Team Lead

Fiscal Year 2020 Business Plan

- Charmene Davis-Lay, Executive Assistant II
- Jennifer Green, Training Coordinator
- Loretta Carter, Administrative Assistant II
- Jessica Alonso, Administrative Assistant III

Policy and Communications Specialist (Direct Report Leadership Team)

Brooke King, Policy and Communications Specialist

Manages:

- Tom Stephan, Information Specialist
- Leslie Sisson, Information Specialist

Director of Contract Management and Oversight (Direct Report Leadership Team)

Kevin Overton-Hadnot, Director of Contract Management and Oversight

Manages:

- Kimberly Lee, Division Administrator Contracts & Fiscal Accountability
- Kimberly Willett, Solicitation/ Policy Manager
- Angeland Allen, Fiscal oversight Manager

Director of Research & Safety (Direct Report Leadership Team)

Kathryn Sibley, Director of Research and Safety

Manages:

- Andrea Jacks, Division Administrator Research and Outcomes
- Sergio Martinez, Child Safety Analyst
- Claudene Griffith, Child Safety Analyst
- VACANT , Child Safety Analyst

Family Preservation Lead (Direct Report Leadership Team)

Gail Gonzalez, Family Preservation Lead

Manages:

- Shontay Brown, FFPSA Prevention Specialist

Division Administrator for Early Childhood Programs

Sofia Santillana, Division Administrator for Early Childhood Programs

Manages:

- Jorge Alvarez, Early Childhood Program Specialist V
- Jody Snee, Early Childhood Lead
- Guadalupe Salazar, Early Childhood Program Specialist V
- Sha Tisha Mays, Early Childhood Program Specialist V
- Antionette Hannah, Early Childhood Program Specialist V
- Carol Gordon, Early Childhood Program Specialist V
- Diane Ewing, Early Childhood Program Specialist V
- Candice Richardson, Early Childhood Program Specialist V

Division Administrator, for Youth and Family Programs

Anjolie Chaubal, Division Administrator, for Youth and Family Programs

Manages:

- Mosley (Moe) Hobson, Fatherhood & SMVF Program
- Abby Bettini, Youth and Family Program Lead SYSN Program
- Eric Moya, CYD Program Specialist
- Carolina Machado, CYD & FAYS Program Specialist
- Nicole Fielder, FAYS Program Specialist
- Lindsey Hulett, FAYS Program Specialist

Division Administrator Research and Outcomes

Andrea Jacks, Division Administrator Research and Outcomes

Manages:

- Jason Dresner, Research & Outcomes Lead
- Dominique Williams, Data Systems Liaison
- Sharlene Eaton-Landis, Evidence Based Practice and Systems Specialist
- Hannah Matthews, Performance and Evaluation Specialist
- Susan Helfeld, CQI Coordinator

Division Administrator Contracts & Fiscal Accountability

Kimberly Lee, Division Administrator Contracts & Fiscal Accountability

Manages:

- Brent Black, Contract Oversight manager
- Randy Brown, Contract Oversight manager

Solicitation/ Policy Manager

Kimberly Willett, Solicitation/ Policy Manager

Manages:

- Felicia Hays, Solicitation/ Policy lead
- Riley Rainosek, Solicitation and Policy Manager

Contract Monitor Manager

Angeland Allen, Contract Monitor manager

Manages:

- Betty DeLeon, Contract Monitor
- Tina Davidson, Contract Monitor
- Yvonne Johnson, Contract Monitor

Contract Oversight Manager

Brent Black, Contract Oversight Manager

Manages:

- Johnny Roche, Contract Technician
- Tammy Barnes, Contract Technician
- Keiana Jackson, Contract Technician

Contracts Oversight Manager

Randy Brown, Contract Oversight Manager

Manages:

- Caretta Jackson, Contracts Manger
- Brittany Briones, Contracts Manager
- Tray Kirkpatrick, Contract Manager
- Dyna Lang, Contract Manager
- Dyna Lang, Contract Manager
- Stephanie Lott, Contract Manager
- Leah Prunk, Contract Manager
- Sherry Walker, Contract Manager
- Ticole Dolphus, Contract Manager