



June 1, 2020

# Agency Strategic Plan Fiscal Years 2021-2025



Texas Department of Family and Protective Services



**AGENCY STRATEGIC PLAN**

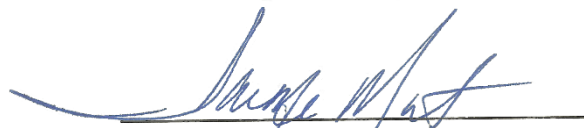
**FISCAL YEARS 2021 TO 2025**

**BY**

**TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES**

**MAY 28, 2020**

**APPROVED**

  
Jaime Masters, Commissioner

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## Agency Mission, Vision, and Values

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### DFPS Mission

We promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation.

### DFPS Vision

Improving the lives of those we serve.

### DFPS Values

- **Accountable:** We act with a sense of urgency to deliver results in an accountable, ethical, and transparent manner.
- **Respectful:** We recognize the value of each person and act timely, value privacy, and treat all with respect.
- **Diverse:** We promote diversity, inclusion, and equality by honoring individual differences.
- **Collaborative:** Whether through our staff or contractors, we work in partnership with clients, families, and communities to ensure our mutual success.
- **Professional:** We value our staff and strive for excellence while being professional, passionate, and innovative.

## Goal 1: Client Services

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**Improve direct delivery services to meet client, family, and community needs.**

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*Our agency exists to protect vulnerable Texans from abuse, neglect, and exploitation. Continuous improvement to client services is central to our mission and should be proactive, data-driven, and constantly evolving.*

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### Action Items

Action Item 1: Improve practices for better client outcomes to maximize the safety, permanency, and well-being of clients, families, and communities served through August 31, 2025.

Action Item 2: Build diverse placement capacity to help ensure clients can stay in their local communities and achieve permanency through August 31, 2025.

Action Item 3: Promote trauma-informed, person-centered, and equity-based best practices in service delivery through August 31, 2025.

Action Item 4: Reduce the average time to achieve permanency for children in CPS conservatorship through August 31, 2025.

Action Item 5: Improve placement resources and services through staged implementation of Community-Based Care and targeted capacity-building efforts across the state through August 31, 2025.

Action Item 6: Improve the quality of services to clients by implementing performance-based contracting and testing and evaluating the use of contracting services through August 31, 2025.

Action Item 7: Develop and implement the second-generation five-year strategic plan for the administration of Prevention and Early Intervention (PEI) programs to enhance positive outcomes for children and families through August 31, 2025.

Action Item 8: Fully engage families through funding, caseworker training, tools, and conferences as the agency and its community-based prevention partners work with children and families through August 31, 2025.

Action Item 9: Maintain reduction of Statewide Intake (SWI) call hold times and rate of abandoned calls through August 31, 2025.

Action Item 10: Establish an agency-wide strategy for soliciting information about customer satisfaction through surveys and use those results to improve service delivery through August 31, 2025.

Action Item 11: Use the Special Investigator positions statewide to provide consistent training on proper forensic investigation techniques through August 31, 2025.

## **How Goal 1 Action Items Support Statewide Objectives**

### **Accountability**

DFPS works to ensure that the DFPS mission, vision, and values are reflected in the work of staff and that the agency remains accountable to the community. DFPS promotes accountability to the public by working to build capacity, learning from the community and other state child welfare agencies, incorporating evidence-informed best practices, and continuously evaluating agency work and the work of contractors through data-driven analysis and client feedback.

### **Efficiency**

DFPS practices good stewardship of state resources by promoting efficient processes while maintaining or improving the quality of services provided to clients. Single Source Continuum Contractors in DFPS's Community-Based Care initiative oversee placement and services to children in DFPS conservatorship. Additional placement capacity closer to local communities serves a dual role of improving client outcomes while minimizing inefficiencies.

### **Effectiveness**

DFPS prioritizes effectiveness in client services by proactively seeking to maximize client safety, permanency, and satisfaction with our work. DFPS uses multiple family-centered approaches to serve clients and their families. Community-Based Care allows CPS to access the flexibility, innovation and opportunities available to a non-profit or governmental entity to serve the children and families of Texas in the best way possible. By continuously improving services and promoting evidence-informed practices in service delivery, the agency can more directly and effectively serve client needs.

### **Excellence in Customer Service**

As a client-focused, public-facing agency, DFPS strives for optimal customer service. This includes increasing community visibility and outreach, encouraging client and community feedback, and using this information to make meaningful improvements to customer service delivery.

### **Transparency**

Transparency is central to maximizing client satisfaction with services provided. DFPS strives to keep Texans informed of the impacts to services and operations through the public website and by partnering with trusted local organizations. DFPS continuously seeks input from stakeholders to improve operations and address community needs.

### **Other Considerations**

DFPS has no other considerations to report for this goal.



## **Goal 2: Workforce Stability and Development**

**Increase workforce stability and retention of institutional knowledge by focusing on attracting, retaining, and developing highly qualified staff.**

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*Staff carry out the agency's mission, provide continuity of services, and are the face of the agency to clients, families, and communities. Staff turnover threatens client outcomes as well as agency effectiveness and efficiency. It is in the best interest of both the agency and our clients to attract and retain the most qualified employees possible.*

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### **Action Items**

- Action Item 1: Build the agency's mission, vision, and values into agency culture so that it guides employee actions and directs policy decisions through August 31, 2025.
- Action Item 2: Continuously examine the drivers of turnover and identify feasible reduction and possible retention solutions for both field staff and support staff through August 31, 2025.
- Action Item 3: Strengthen the process for transitioning workforce to Single-Source Continuum Contractors and identify the varying staff skillsets needed to support the Community-Based Care model through August 31, 2025.
- Action Item 4: Continuously evaluate staff development programs agency-wide, including staff orientation, mentoring and cross-training of established staff through August 31, 2025.
- Action Item 5: Establish a strategy to identify and develop potential leaders and provide professional development for current leaders to support succession planning efforts through August 31, 2025.
- Action Item 6: Explore opportunities to provide support for worker safety, including responding to the effects of secondary trauma, through August 31, 2025.
- Action Item 7: Ensure collaboration between the Center for Learning and Organizational Excellence and agency programs to identify potential training needs for field and non-field staff through August 31, 2025.

## **How Goal 2 Action Items Support Statewide Objectives**

### **Accountability**

DFPS's compelling mission attracts responsible and civic-minded staff. It is incumbent upon DFPS leadership to provide a welcoming and supportive work environment, fostering commitment and longevity for all DFPS employees. A solid knowledge base and set of skills takes time to develop. Supported, tenured staff are more effective at their jobs and better prepared to serve vulnerable Texans. Accountability to both clients and the public requires a commitment to staff support and workforce stability and development.

### **Efficiency**

High staff turnover and low employee morale are an enormous cost to any organization. DFPS requires large numbers of competent, detailed, and determined workers. Considerable time and resources are lost between the time that an employee leaves their position and their replacement reaches their level of competence and institutional knowledge. Improving workforce stability allows DFPS to dedicate more resources to serving clients and developing existing staff and less to recruitment and onboarding.

### **Effectiveness**

Tenured staff not only are more efficient, due to the complex nature of the work performed by DFPS, they are also more effective. Developing confident, highly productive employees is a time intensive process – particularly in the field. Staff turnover across all levels is disruptive to this process and affects continuity of services for our clients. Ongoing and engaging staff training opportunities, leadership development, and mentorship programs increase staff satisfaction and empower staff to excel in both their current positions and in future positions with the agency.

### **Excellence in Customer Service**

Better employees result in better customer service. Staff with more training and experience provide faster and more effective services, resulting in better client outcomes and reduced hold times at intake. DFPS has an opportunity to provide superior services by attracting, developing, and retaining the highest quality staff possible.

### **Transparency**

Fulfilling the agency's mission involves targeted and tactful public engagement, whether at intake, while assessing client safety, or when providing services. By optimizing the quality and morale of experienced, well-supported staff, DFPS can better fulfill its promise of transparent, effective service delivery to the public.

### **Other Considerations**

DFPS has no other considerations to report for this goal.

## Goal 3: Process Improvement

**Strengthen internal processes by better analyzing agency operations and identifying and correcting areas for more efficient and effective operations.**

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*The agency strives to continuously evolve and provide the best services possible with maximum efficiency. This requires a constant focus on reviewing processes, correcting inefficiencies, and adapting to change.*

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### Action Items

- Action Item 1: Establish an on-going method to identify processes, policies, and information technology systems and project management practices that can be improved to allow for more efficient and productive work through August 31, 2025.
- Action Item 2: Incorporate staff feedback to agency processes and policies and monitor for effectiveness. Include planning on how to insulate productivity from short-term adjustments and emergencies through August 31, 2025.
- Action Item 3: Identify and evaluate the potential for innovative service delivery options through August 31, 2025.
- Action Item 4: Maximize the use of data in agency processes and continue data-driven improvements through August 31, 2025.
- Action Item 5: Improve service delivery to clients by exploring innovative provider contracting and procurement with simplified and consistent processes through August 31, 2025.
- Action Item 6: Maximize SWI service availability by fully staffing Texarkana call center by August 31, 2025.
- Action Item 7: Encourage all director-level staff to develop contacts with counterparts in other states to exchange best practices, especially in areas of IT, telework, and facilities utilization through August 31, 2025.
- Action Item 8: Explore options to improve or replace SWI telephone system for more efficient operations by August 31, 2025.
- Action Item 9: Report annually the progress of all program services and related plans for improvements through August 31, 2025.

## **How Goal 3 Action Items Support Statewide Objectives**

### **Accountability**

Accountability requires a commitment to improvement and innovation. DFPS continuously analyzes internal processes and agency operations for areas of improvement and solicits feedback from clients and community partners to ensure that it is meeting client and community needs. DFPS's status as a stand-alone agency provides new opportunities for the agency to get even closer to the community it serves and to take greater responsibility for internal processes that affect case outcomes.

### **Efficiency**

Efficiency is central to DFPS's commitment to process improvement. A formalized, proactive process to review operations and make improvements ensures optimal effectiveness at a minimal cost. Reviewing agency-wide responses to current and past emergencies helps DFPS prepare for continuity of operations during future emergencies so that services are uninterrupted. Additionally, DFPS continues to examine opportunities for innovation and improvement in contract services and other support programs.

### **Effectiveness**

DFPS strives to constantly improve client outcomes and delivery of services by continuously seeking out areas of inefficiency and potential for improvement and innovation. DFPS identifies and reinforces existing policies that encourage productive work, uses staff feedback to review changes to agency processes, seeks innovative service delivery options, and makes data-driven decisions to increase agency effectiveness.

### **Excellence in Customer Service**

Providing the best customer service possible is central to the agency's goals. DFPS seeks to provide excellence in customer service through its commitment to evolve and improve at every opportunity. DFPS solicits feedback from clients and community partners to improve internal processes and service delivery options. Additionally, innovative provider contracts maximize the effectiveness and efficiency of client-facing resources.

### **Transparency**

DFPS incorporates outcome data along with staff and client feedback into decision-making. Publishing annual progress of services and plans for improvement invites informed feedback from the community. DFPS exists to protect Texas' most vulnerable populations and welcomes outside and inside perspectives as it reviews and improves its operations.

## **Other Considerations**

DFPS IRM has published its existing methodology for information technology project management practices as the DFPS-wide approach for information technology projects in accordance with Texas Administrative Code Section 216.10.

## Goal 4: Teamwork

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**Enhance internal communications to ensure cohesion among divisions.**

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*The Texas Department of Family and Protective Services serves a large, diverse, and populous state through a wide array of functions and services. Optimize communication and relations across divisions and functional areas.*

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### Action Items

Action Item 1: Actively promote a more cohesive culture and collaboration between divisions in the agency to close communication gaps through August 31, 2025.

Action Item 2: Strengthen executive communication to administrative divisions and program areas to foster better support and understanding of the legal, financial, and operational context for decisions through August 31, 2025.

Action Item 3: Ensure all internal stakeholders are represented when establishing new programs and processes to build staff buy-in and to make sure all perspectives are considered through August 31, 2025.

## **How Goal 4 Action Items Support Statewide Objectives**

### **Accountability**

Teamwork and collaboration between agency divisions and individual staff are integral to meeting the needs of vulnerable Texans. Collaboration and increased transparency between programs allow staff to hold each other accountable, to check each other's work, and to welcome fresh perspectives.

### **Efficiency**

Teamwork is a necessary part of efficient operations. Collaboration and teamwork across divisions allows for shared knowledge and resources, breaking down silos, and limiting duplicated efforts.

### **Effectiveness**

DFPS is a large agency and its divisions must simultaneously have the flexibility to face challenges as they arise while providing continuity of operations to ensure a solid network of assistance. If divisions are too autonomous, services lack consistency and vulnerable Texans can inadvertently fail to receive needed services. Effectiveness of operations requires communication and teamwork across divisions to best meet client needs. This includes effective internal communication about legal, financial, and operational decisions and making sure that all internal stakeholders are consulted when beginning new programs.

### **Excellence in Customer Service**

DFPS strives to provide optimal customer service by ensuring access and continuity among services to all Texans. Effective teamwork encourages information sharing among staff, and provides coherent division of services between programs, avoiding duplication or overlap of services.

### **Transparency**

Active collaboration between agency divisions assists in the ability to communicate with clients and community stakeholders in a clear, consistent, and accurate manner. Likewise, internal transparency is essential to effective teamwork. Transparency between programs and between executive and non-executive level staff improves cohesion, efficiency, internal relations, and employee satisfaction.

### **Other Considerations**

DFPS has no other considerations to report for this goal.

## Goal 5: Community Relations

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**Improve external communications and outreach to better inform the public and assist with protecting clients, families, and communities.**

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*Achieving the agency's mission is aided by communication and collaboration with a variety of external entities. These include community partners, media organizations, child advocacy centers, local law enforcement, and the state Legislature.*

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### Action Items

- Action Item 1: Continue to strive to reflect the mission, vision, and values of the agency and the positive impact DFPS has on clients, families, and communities in Texas through August 31, 2025.
- Action Item 2: Use agency data and positive engagement to accurately portray the agency's strengths and needs through August 31, 2025.
- Action Item 3: Continue agency presence at key public events to sustain existing and build additional relationships with external partners with assistance from the Faith-Based and Community Engagement Division through August 31, 2025.
- Action Item 4: Continue to strengthen relationships with child advocacy centers, law enforcement agencies, and other community partners through continued participation in local multidisciplinary teams through August 31, 2025.
- Action Item 5: Expand technical assistance and support to communities to help them plan, assess, choose appropriate evidence-based programs to support families, collaborate in the community, leverage private dollars, and sustain their efforts through August 31, 2025.
- Action Item 6: Promote public awareness of protective factors for children, including topics such as safe sleep for infants, supervision to prevent drowning and hyperthermia deaths in cars, effective ways to nurture children, safe ways to manage the stress of parenting, and the need for early childhood immunizations through August 31, 2025.



## **How Goal 5 Action Items Support Statewide Objectives**

### **Accountability**

Promoting public awareness of DFPS services through a robust community relations campaign opens a dialogue with communities and stakeholders across Texas. By improving partnerships with the public and by increasing the visibility of agency services, DFPS has an opportunity to work more collaboratively with clients, families, and communities.

### **Efficiency**

DFPS responds more efficiently and effectively when communities are informed of the ways in which DFPS may assist. DFPS strives to work collaboratively with its client communities and promote its mission.

### **Effectiveness**

The mission of DFPS is to promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation. It would be impossible for DFPS to effectively carry out its mission without working directly and collaboratively with local communities. DFPS relies on the community to report abuse and neglect. Local communities rely on DFPS to keep them informed of safe and healthy family practices. Analyzing ways in which DFPS may improve and expand community relations and putting our conclusions into action directly impacts how effective we are in carrying out the mission of our agency.

### **Excellence in Customer Service**

Community engagement is a crucial component of customer service. By partnering with the public, DFPS can better promote its value to the community while simultaneously improving the way it interacts with clients and meets their needs. The commitment to excellence in customer service allows for a dialogue to happen across the state to ensure that the agency and the community better understand each other. DFPS's new Faith-Based and Community Engagement Division is dedicated to community relations and will enhance DFPS's ability to provide excellent customer service.

### **Transparency**

DFPS cannot be transparent in its operations without expansive community relations. DFPS strives to work collaboratively with community groups, increasing its visibility and earning buy-in from clients, families, and communities. This effort includes use of agency data and social media to accurately portray the agency's strengths and needs, attending public events to help build collaborative relationships, and providing opportunities for community feedback.

### **Other Considerations**

DFPS has no other considerations to report for this goal.

## Redundancies and Impediments

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### **Human Resources Code, Section 48.1521. INVESTIGATION OF COMPLEX CASES**

Description: This section requires counties with populations of 250,000 or more to create Adult Protective Services (APS) special task units (STUs) to review cases of abuse, neglect, and exploitation of older adults. These STUs are to be made up of community members, and the intent is to provide a multidisciplinary group to advise APS on difficult cases. In some parts of the state, STUs are effective. However, in many parts of the state, Community Resource Coordination Groups for Adults are more effective than STUs. Maintaining the STU with enough members with expertise in banking, law enforcement, mental health services, forensic accounting and legal is difficult.

Recommendation: Change language from “shall” to “may,” and remove the population requirement.

Benefit: The recommended change would create efficiencies by redirecting APS resources to counties that would benefit from a STU and divert staff resources in counties where STUs are inactive.

### **Human Resources Code, Section 48.1523. MANAGEMENT REVIEW FOLLOWING CERTAIN INVESTIGATIONS**

Description: This section requires APS supervisors to review investigations of APS clients with two or more previous APS investigations. APS has other mechanisms in place to indicate if a client has two or more prior investigations. APS implemented a structured decision-making model that assists caseworkers in identifying individuals at risk of experiencing abuse, neglect, or exploitation within six to twelve months of a closed investigation. Additionally, the Information Management Protecting Adults and Children in Texas (IMPACT) software places indicators on investigations of clients who have an open APS case, or for clients who have had two or more cases in the last 12 months. Lastly, SWI includes prior cases involving the same client in intake reports.

Recommendation: Remove this section from statute.

Benefit: The recommended change would create efficiencies by reducing duplicative efforts.

### **Government Code, Section 2155.089. REPORTING VENDOR PERFORMANCE**

Description: This section requires vendor performance reporting requirements that, for emergency child placements through child-specific contracts (CSCs), impose a burdensome and redundant administration duty on contract management staff, as well as contract oversight staff

reporting to the Comptroller. The reporting of CSC placements does not benefit the State of Texas, as DFPS is the single state agency that enters into these types of client service emergency placements.

Recommendation: Add child specific contracts to the exemptions listed in subsection (c) of this section.

Benefit: The recommended change would allow contract management staff and contract oversight staff to expend more time on critical tasks such as focusing on more meaningful performance and compliance activities.

### **Government Code, Section 2155.144. PROCUREMENTS BY HEALTH AND HUMAN SERVICES AGENCIES**

Description: DFPS maintains client service contracts that follow HHSC purchasing authority and rules. Most DFPS client services are obtained via open enrollment, a solicitation method unique to HHSC and client services and not used by the Comptroller and its general purchasing authority. Not having access to the enrollment process would adversely impact DFPS client service contracts. In addition, enrollment contracts under HHSC are exempt from certain reporting requirements, such as the Vendor Performance Tracking System, which would overwhelm DFPS administratively if it had to comply with these requirements.

Recommendation: Add DFPS as an agency to which this section applies.

Benefit: The recommended change would create efficiencies in acquiring goods and services for the benefit or on behalf of clients of programs operated by the agency.

### **Family Code, Section 102.0091(d). WAIVER OF CITATION**

Description: Unless a parent is incarcerated, this provision requires that a waiver of service must be signed before a notary public. Particularly with the significant volume of CPS cases involving a parent(s) in Mexico or Central America, this can create a barrier to permanency. A parent may be willing to sign a waiver of service, but understandably unwilling to seek out and pay for a notary. Although the fees are nominal, the logistics of a state agency paying a notary in a foreign country makes make getting a waiver impractical. While U.S. embassies and consulate typically provide notary services for a fee, requests for a fee waiver for state agency child protective services have not been successful.

Recommendation: Amend the last sentence of the statute as follows: “This subsection does not apply if the party executing the waiver is incarcerated or resides outside the United States.”

Benefit: The recommended change would substantially simplify service of process in cases involving parents willing to waive service but living abroad. For the many CPS cases involving

a parent in Mexico, this could eliminate a huge delay. Mexico has objected to service by international mail under the Hague Convention, which means service in Mexico must go through the formal Hague process, which takes a minimum of five months, often much longer. While that is unavoidable in many cases, at least where a parent is willing to sign a waiver, we could avoid this type of delay, which would otherwise prolong a child's stay in foster care.

### **Family Code, Section 261.201. CONFIDENTIALITY AND DISCLOSURE OF INFORMATION**

Description: Statutory changes made during the 85th Regular Session and organizational restructuring of CPS/CPI and child care investigations (CCI)/child care licensing (CCL) have created confusion regarding this section. Further updates to it and other statutes in chapter 261 are necessary to clarify which statutes do and do not apply to CCI. Specifically, subsection (h) contains a provision that excludes CCI from the confidentiality provisions in that section as CCI was previously (and to some extent, still is) governed by Human Resources Code chapter 42; however, subsection (h) predates these recent legislative changes. This creates confusion for the public and staff, including records management staff, when redacting and releasing investigation reports for the different programs.

Recommendation: Delete subsection (h) of this section.

Benefit: The recommended change would eliminate redundancies in confidentiality statutes and possible conflicts in release of information to entitled persons and would create a more efficient process for the DFPS Records Management Group when redacting documents if they were able to apply the same confidentiality statute for all child abuse and neglect investigations.

## **Schedule A: Budget Structure**

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DFPS separately submitted its budget structure to the Legislative Budget Board on or before the due date of April 3, 2020. Proposed changes to the agency’s budget structure are subject to approval by the Office of the Governor and the Legislative Budget Board.



## **Schedule B: List of Measure Definitions**

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DFPS separately submitted its list of measure definitions to the Legislative Budget Board on or before the due date of April 8, 2020. Proposed changes to measure definitions are subject to approval by the Office of the Governor and the Legislative Budget Board.





## Schedule C: Historically Underutilized Business Plan

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### Mission Statement

The Texas Department of Family and Protective Services (DFPS) Historically Underutilized Business (HUB) Program is committed to providing full and equitable opportunities for Texas businesses, and making good faith efforts to increase utilization of HUBs through competitive procurement and subcontracting opportunities.

### HUB Policy

In accordance with HUB legislation in Texas Government Code (TGC) 2161.003, DFPS adopts Title 34, Texas Administrative Code (TAC), Subchapter §20.281 - §20.298. Additional guidance is provided in the DFPS Contract Handbook.

### HUB Definition

A HUB is defined by the TGC, Chapter 2161 and 34 TAC §20.281-283 as a business formed for the purpose of making a profit, provided the following criteria are met:

- The principal place of business must be in Texas.
- The proprietor of the business must be a resident of the State of Texas.
- At least 51 percent of the assets and at least 51 percent of all classes of the shares of stocks or other equitable securities in the business must be owned by one or more persons whose business enterprises have been historically underutilized (economically disadvantaged), because of their identification as members of at least one of the following groups: *African American, Hispanic American, Asian Pacific American, Native American, American women, and disabled-service veterans.*
- The individuals mentioned above must demonstrate active participation in the control, operation, and management of the business.
- The business must be involved directly in the manufacture or distribution of the contracted supplies or materials, or otherwise warehouse and ship the supplies or materials.
- The business must be classified as a small business consistent with the U.S. Small Business Administration's size standards and based on the North American Industry Classification System code.

### HUB Program Staff

DFPS has one FTE serving as the HUB Coordinator for the HUB Program. DFPS assumed the HUB Program from Health and Human Services Commission stemming from the passing of House Bill 5, 85th Legislature, Regular Session, 2017, where DFPS became a stand-alone agency.

Through the 86th Legislative Appropriations Request process, DFPS received salary funding for the DFPS HUB Coordinator.

The HUB Coordinator communicates directly with executive leadership, serves as a resource for DFPS program areas and vendors, and is responsible for submitting HUB utilization reports to oversight entities. Other responsibilities include: vendor outreach, staff training on HUB program requirements, and ensuring agency compliance.

## Program Performance, Goals, Objectives and Strategies

Table 1 reflects the 2018 and 2019 DFPS HUB utilization performance. Following the table are the operational goals, objectives and strategies that DFPS employs in working to meet its HUB-related mission.

**Table 1: Agency-Specific HUB Goals and DFPS’s Performance**

Category	Goals for FYs 2018-2019	2018 Performance	2019 Performance	Goals for FYs 2021-2025
Special Trade	32.9%	15.3%	39.0%	32.9%
Professional Service Contracts*	23.7%	-	-	23.7%
Other Service Contracts	26.0%	32.3%	32.2%	26.0%
Commodity Contracts	21.1%	62.9%	56.0%	21.1%

\* DFPS has limited opportunity to contract with active HUBs within the Professional Services category.

### Communicate with Key Decision Makers, Purchasing, and Contracting Staff

**Goal 1** Increase the utilization of HUB-certified vendors through internal communication by establishing HUB contract management policies and providing technical assistance.

**Objective 1.1** Inform key decision makers to maximize use of HUBs when purchasing goods and services.

**Strategy 1.1A** Develop HUB policies that guide agency staff on HUB statutes, rules, and compliance requirements.

**Strategy 1.1B** Educate applicable agency staff on HUB policies to ensure program compliance and to maximize utilization of HUB vendors.

**Strategy 1.1C** Analyze HUB utilization data to inform agency’s performance for increasing HUB participation.

### Outreach to HUB Vendors

**Goal 2** Increase the utilization of HUB-certified vendors by promoting the benefits of the HUB Program through external outreach.

Objective 2.1 Encourage HUB participation through external outreach.

Strategy 2.1A Assist minority-, women-, and service disabled veteran-owned business in acquiring and maintaining their HUB certification.

Strategy 2.1B Advise vendors, business associations, and the general public of the agency's procurement opportunities.

Strategy 2.1C Invite applicable Active-HUB vendors to pre-proposal conferences to encourage business relationships.

Strategy 2.1D Facilitate mentor-protégé agreements to promote long-term relationships between prime contractors and HUB vendors.

Strategy 2.1E Conduct outreach activities that foster and improve relationships among HUB vendors, prime contractors, and agency staff.



## **Schedule D: Statewide Capital Plan**

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DFPS will separately submit its capital planning information, if applicable, to the Bond Review Board on or before the due date of July 6, 2020.



## **Schedule E: Health and Human Services Strategic Planning**

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This schedule is not applicable to DFPS.





## **Schedule F: Agency Workforce Plan**

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The agency workforce plan is meant to be read in conjunction with the DFPS *Human Resources Management Plan* published March 2020. As a companion document, it presents a detailed analysis of the agency's turnover and retention rates plus discussions about the results from several staff engagement and exit surveys. Read the full *Human Resources Management Plan* at:

[https://www.dfps.state.tx.us/About DFPS/Reports and Presentations/Rider Reports/documents/2020/2020-03-31-Rider 8 HR Management Plan.pdf](https://www.dfps.state.tx.us/About%20DFPS/Reports%20and%20Presentations/Rider%20Reports/documents/2020/2020-03-31-Rider%208%20HR%20Management%20Plan.pdf)



## Core Business Functions

DFPS has five major program areas that deliver client services to Texans in need:

### **Child Protective Services (CPS) Division:**

- Provides services to children and families in their own homes.
- Contracts with others to provide clients with specialized services.
- Places children in foster care.
- Provides services to help youth in foster care make the transition to adulthood.
- Places children in adoptive homes.

### **Child Protective Investigations (CPI) Division:**

- Investigates allegations of child abuse and neglect, including allegations in daycare and residential-care facilities.
- Works with law enforcement on joint investigations.
- Takes custody of children who are unsafe.
- Refers children to community resources that promote their safety and well-being
- Assists in the fight against human trafficking.

### **Adult Protective Services (APS) Division:**

- Investigates abuse, neglect and/or exploitation of elderly adults (defined as 65 years and older) and adults with disabilities who reside in the community.
- If appropriate, provides or arranges for protective services, which may include referral to other programs, referral for guardianship, emergency assistance with food, shelter and medical care, transportation, counseling or other remedies.

### **Prevention and Early Intervention (PEI) Division:**

- Funds community-level programs designed to promote positive outcomes for children, youth, and families and to create thriving communities.
- Works with communities to implement programs that address their local needs.
- Helps normalize the challenges of parenting and encourages seeking help through parenting tips, articles, information, and resources.
- Recommends best practices and policies for building on the strengths of both caregivers and children to promote strong families and resilient children.

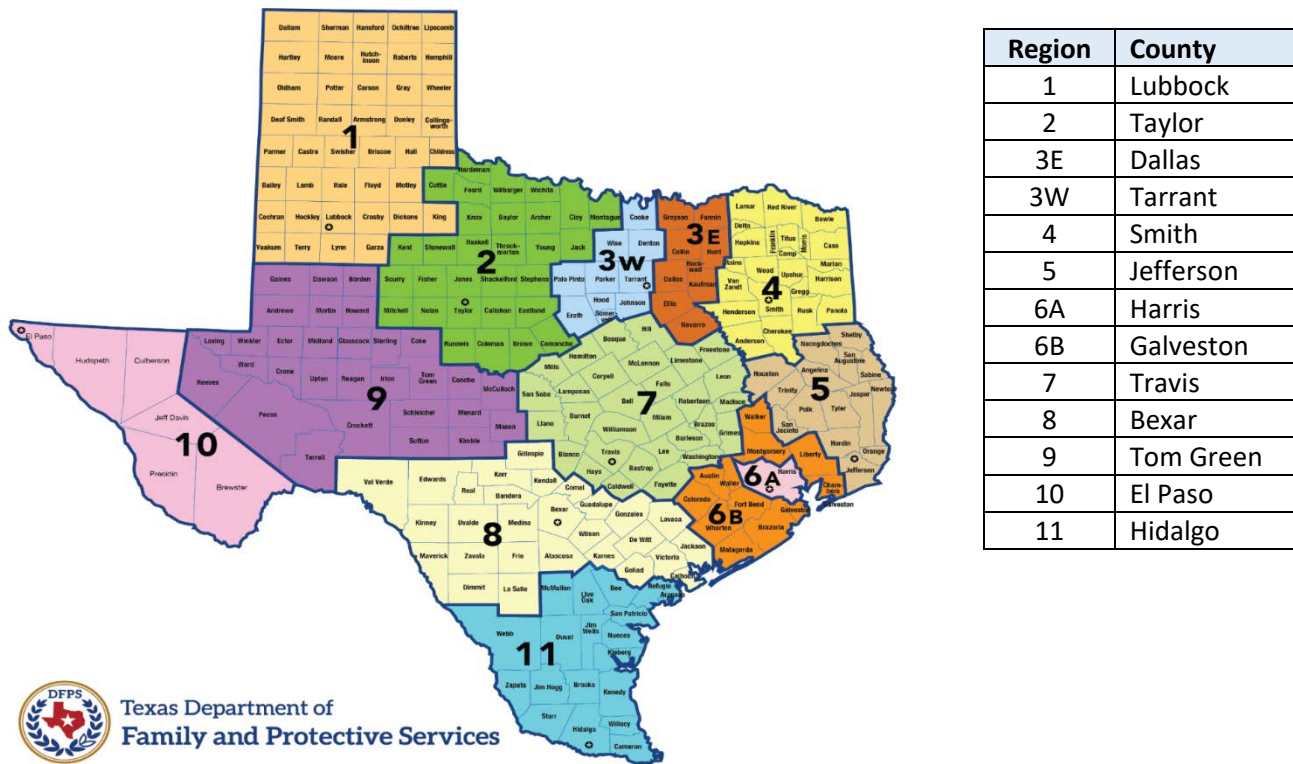
### **Statewide Intake (SWI) Division:**

- The agency's automated call center receives information from the general public who want to report suspicions of abuse/neglect of children or abuse/neglect/exploitation of adults with disabilities and persons 65 years or older. It remains open 24 hours a day, seven days a week.

## DFPS Regional Structure

Every day, 12,300 DFPS employees in more than 249 offices across the state, protect the physical safety and emotional well-being of the most vulnerable citizens of Texas.<sup>1</sup> Figure 1 shows the counties in current DFPS regions.

**Figure 1: DFPS Region & County Map**



<sup>1</sup> HHSAS Database as of 8/31/19.

## Workforce Demographics<sup>2</sup>

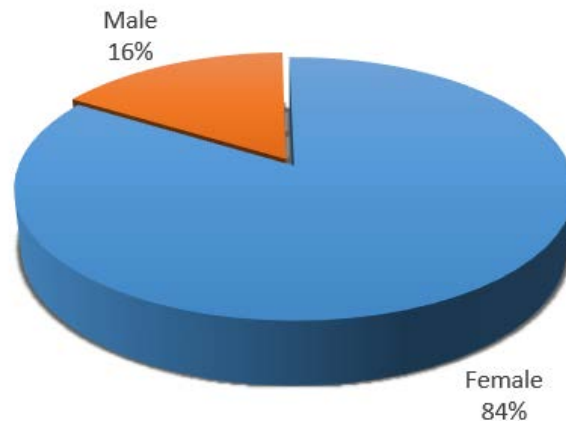
- Females make up 84 percent of the agency workforce.
- White employees represent the largest racial group at 37 percent, followed by African American employees at 32 percent and Hispanic employees at 30 percent.
- More than 50 percent of the DFPS workforce is under 40 years old.

**Table 1: DFPS Protective Service Job Classifications and Average Salaries**

Job Family*	Employees	Average Salary
APS In-Home Supervisor	83	\$52,359
APS In-Home Caseworker	512	\$42,508
CPS CVS Supervisor	314	\$64,784
CPS CVS Caseworker	2,160	\$54,575
CPS FBSS Supervisor	152	\$61,779
CPS FBSS Caseworker	954	\$55,066
CPI Supervisor	408	\$63,548
CPI Caseworker	2,431	\$52,945
CPS OTH Supervisor	75	\$63,859
CPS OTH Caseworker	861	\$56,235
DCI Supervisor	6	\$51,733
DCI Caseworker	32	\$41,908
RCI Supervisor	10	\$52,446
RCI Caseworker	42	\$45,861
SWI Supervisor	36	\$50,835
SWI Caseworker	304	\$41,517
DFPS Non-Casework	3,901	\$45,344

\* See Appendix for commonly used abbreviations

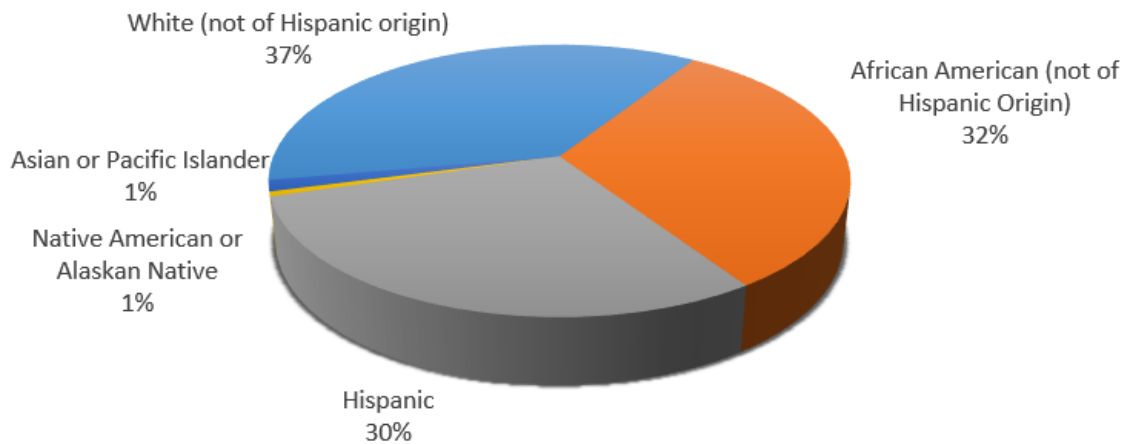
**Figure 1: DFPS Workforce by Gender**



Source: DFPS Workforce Division analysis

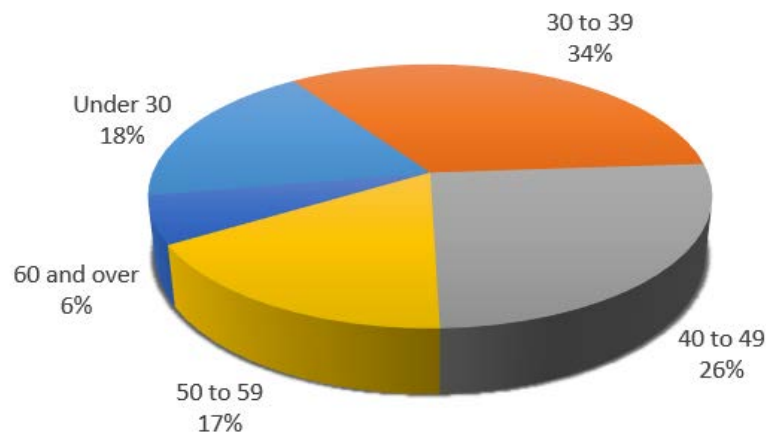
<sup>2</sup> HHSAS Database as of 8/31/19.

**Figure 2: DFPS Workforce by Race**



Source: DFPS Workforce Division analysis

**Figure 3: DFPS Workforce by Age**



Source: DFPS Workforce Division analysis

**Table 2: Selected Job Family Demographics by Race/Ethnicity**

Selected Job Family	# of Staff	White (not of Hispanic origin)	African American (not of Hispanic origin)	Hispanic	Native American or Alaskan Native	Asian or Pacific Islander
APS In-Home Supervisor	83	29%	36%	34%	0%	1%
APS In-Home Caseworker	512	34%	36%	28%	0%	2%
CPS CVS Supervisor	314	46%	31%	21%	1%	1%
CPS CVS Caseworker	2,160	38%	33%	27%	0%	1%
CPS FBSS Supervisor	152	36%	34%	28%	0%	2%
CPS FBSS Caseworker	954	28%	38%	32%	1%	1%
CPI Supervisor	408	43%	30%	26%	0%	0%
CPI Caseworker	2,431	32%	38%	29%	1%	1%
SWI Supervisor	36	53%	11%	31%	3%	3%
SWI Caseworker	304	50%	24%	21%	1%	3%

**Table 3: Employee Separations by Reason<sup>3</sup>**

Reason	Count	Percentage
Involuntary	357	3%
Voluntary	1,943	15%
Retirement	190	1%
<b>Total</b>	<b>2,490</b>	<b>19%</b>

**Table 4: Separations Due to Inter-Agency Transfers**

# of Staff	Transfers
12,307	233

## Retirement Projections<sup>4</sup>

On August 31, 2023, approximately 2 percent (256) of the current DFPS workforce is projected as a first-time eligible retiree.

**Table 5: First Time Retirement Eligible Projection**

As of August 31	Count	Percentage
2019	166	1.3%
2020	162	1.3%
2021	202	1.6%
2022	260	2.1%
2023	256	2.1%

## Return-to-Work Retirees<sup>5</sup>

DFPS currently employs 242 (2%) return-to-work retirees.

## Utilization Analysis

Texas law requires that each state agency analyze its workforce and compare the number of Black, Hispanic and female employees working for the agency to the available state Civilian Labor Force (CLF) for each job category.

The utilization analysis of the DFPS workforce reflects underutilization in one job category: DFPS Technicians job category shows underutilization for female employees.

<sup>3</sup> For a detailed analysis of staff turnover & retention, see DFPS, [Human Resources Management Plan \(Rider 8\)](#) (March 2020).

<sup>4</sup> HHSAS Database as of 8/31/19.

<sup>5</sup> HHSAS Database as of 8/31/19.

**Table 6-A: DFPS Utilization Analysis Results for Black Employees<sup>6,7,8,9</sup>**

<b>Job Category</b>	<b>DFPS %</b>	<b>CLF %</b>	<b>Underutilization (If Yes, # needed)</b>
Officials/ Administrators	18.8%	8.1%	No
Professionals	20.6%	10.9%	No
Technicians	15.6%	14.4%	No
Protective Services	34.9%	20.8%	No
Administrative Support	25.2%	14.3%	No
Skilled Craft	0.0%	10.2%	N/A
Service Maintenance	0.0%	13.2%	N/A

**Table 6-B: DFPS Utilization Analysis Results for Hispanic Employees**

<b>Job Category</b>	<b>DFPS %</b>	<b>CLF %</b>	<b>Underutilization (If Yes, # needed)</b>
Officials/ Administrators	21.2%	22.4%	No
Professionals	26.3%	20.3%	No
Technicians	36.7%	29.2%	No
Protective Services	27.7%	30.9%	No
Administrative Support	44.0%	36.4%	No
Skilled Craft	0.0%	51.5%	N/A
Service Maintenance	0.0%	52.4%	N/A

**Table 6-C: DFPS Utilization Analysis Results for Female Employees**

<b>Job Category</b>	<b>DFPS %</b>	<b>CLF %</b>	<b>Underutilization (If Yes, # needed)</b>
Officials/ Administrators	75.2%	38.8%	No
Professionals	67.7%	54.5%	No
Technicians	43.1%	55.2%	2
Protective Services	85.6%	23.0%	No
Administrative Support	93.3%	71.6%	No
Skilled Craft	100.0%	12.0%	N/A
Service Maintenance	0.0%	52.0%	N/A

<sup>6</sup> “N/A” indicates that the number of employees in this category was too small (less than thirty) to test any differences for statistical significance.

<sup>7</sup> The State category “Para-Professional” was not included because it is not possible to derive a “Para-Professional” category from the available American Community Survey data.

<sup>8</sup> DFPS HR Workforce as of 8/31/2019.

<sup>9</sup> CLF data for underutilization percentages comes from the “Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2017-2018” published by the Texas Workforce Commission (TWC).



## Strategies to Meet Workforce Needs

### Recruitment Strategies

- Continue to provide an internet resource. By clicking on the "Jobs" link from <http://www.dfps.state.tx.us>, users are taken to the "Come Work for Us" page that includes realistic job preview videos for DFPS positions, as well as written realistic job previews for all programs. CPS also has a self-screening test that asks applicants questions to help them decide if CPS is the right fit for them prior to applying.
- Continue to use a pre-screening test for job applicants to assess skills and performance capabilities.
- Continue to use an interview guide that combines behavioral and open-ended interview questions to gain a greater understanding of an applicant's ability to perform job duties to better ensure retention.
- Continue recruitment efforts to identify candidates with a variety of educational and work/life experiences to determine the most qualified applicants for the agency, while continuing to give appropriate priority to individuals who hold a bachelor's degree or advanced degree in at least one of the following academic areas:
  - Social work
  - Counseling
  - Early Childhood Education
  - Psychology
  - Criminal Justice
  - Elementary or Secondary Education
  - Sociology
  - Human Services
- Continue to provide a \$5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue efforts to recruit bilingual workers by using consistent testing for bilingual skills
- Provide an increased starting salary (3.4 percent or 6.8 percent) to social work graduates hired into APS and SWI caseworker positions. CPS also provides a 6.8 percent increase to newly hired caseworkers holding a master's in social work.
- Provide the following focused recruitment activities for jobs with low applicant pools and high vacancy rates:
  - Offer 6.8 percent above base salary.
  - Attend job fairs and organize hiring events in targeted areas based on vacancies. Centralized hiring events allow multiple hiring staff and program managers to interview a higher number of applicants in one or two days.
  - Continue to partner with DFPS media specialists to produce special interest stories about careers with DFPS.
  - Add and refine additional training sessions, as needed, to accommodate new hires.

- Increase hiring specialist resources for targeted areas, when necessary.
- Work with contracted partners to expedite certain hiring activities.
- Identify certain positions be posted as a "hot job" in the Centralized Accounting and Payroll/Personnel System (CAPPS).

## Retention Strategies

- Continue to provide a \$5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue to provide programmatically focused skills training programs that ensure caseworkers are prepared to perform all their assigned tasks.
- Continue paying CPI and CPS workers a mentor stipend when they mentor new hires through their first few months of employment. Continue to provide "Rookie Year" onboarding resources so that supervisors have a toolkit for providing targeted support to new hires throughout the employee's first year.
- Continue to offer staff training that provides an integrated, competency-based, training curriculum framework that supports a continuum of learning and skill development from beginner to advanced management levels.
- Provide certification advancements tied to promotions for caseworkers and supervisors.
- Continue to recognize new employees' tenure during each of their first four years with the agency by providing tenure certificates.
- Provide the following focused retention activities for jobs with high turnover, high caseloads, and high vacancy rates:
  - Bring program/division teams together to help with workload in specific areas.
  - Pay a percentage of earned overtime for certain staff.
  - Add caseworker staff as the budget and FTE cap permit to reduce caseloads.
- Continue Commissioner's Employee Recognition Ceremony and other employee recognition awards.
- Continue to implement supervisor assessments for prospective CPS, CPI, SWI and APS supervisors to test the candidates' aptitudes in areas such as casework, leadership, and human resources policies.
- Continue the cross-program hiring boards to increase rigor and objectivity in the interview and selection process of CPS, CPI, APS, and SWI supervisor applicants.

In concert with recent Sunset Commission recommendations and in keeping with legislative directives, DFPS established a Workforce Development Division in 2017. The Division is responsible for developing and monitoring efforts to strengthen the recruitment, selection, development and retention of employees throughout the agency. The goal is to make DFPS an organization where people come to look for a job, and, wherever possible, find a career.

## **Schedule G: Workforce Development System Strategic Plan**

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This schedule is not applicable to DFPS.



## **Schedule H: Report on Customer Service**

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This report includes four completed surveys and one survey introduced by the Texas Department of Family and Protective Services (DFPS) in FY 2018 and FY 2019. Prevention and Early Intervention (PEI) submitted the results of one survey assessing the satisfaction of clients receiving services from PEI grantees. Adult Protective Services (APS) submitted the results of one survey assessing the performance of adult protective investigations and services. The Office of Consumer Relations (OCR) submitted the results of a survey assessing the knowledge and satisfaction of consumers contacting OCR. Child Protective Services (CPS) submitted the results of the National Youth in Transition survey completed by Texas youth currently or recently in foster care. Statewide Intake (SWI) began a customer service survey during the last week of FY2019, therefore no meaningful data was collected in time for this report.

There were 13,316 survey responses received by DFPS. Of those, 12,295 were from PEI, 602 were from APS, 171 were from OCR, and 248 were from CPS.

### **I. Prevention and Early Intervention**

#### **Purpose**

The purpose of the survey was to gauge client satisfaction and overall experience with the PEI programming delivered by the PEI grantee. The survey was completed by the primary caregiver for family programs and by the youth for youth-serving programs. The survey was conducted primarily for program evaluation and improvement purposes. Completion of the survey was voluntary; however, some PEI programs did have a contractual completion requirement of 50% of those eligible to complete the survey.

#### **Methodology**

The survey was conducted by PEI grantees and entered into PEI's database system of record. The study population was all families who discharged from PEI programs during FY2019; however, not all PEI programs required the completion of the survey as a contractual output. Surveys were offered in English and Spanish, and clients could choose which language to complete the survey in. Providers were asked to assist clients in completing the survey in case the client did not understand questions. Providers could choose how they administered the survey--either in person, over the phone or via an online survey platform.

There were 12,295 surveys completed by clients, 8,405 of whom were youth participating in a youth-serving program. In FY 2018, there were a total 40,781 clients who discharged and were eligible to complete the survey, representing a 30% response rate overall. For each question, respondents could reply that the question was not applicable, or the provider could indicate that the question was not answered by the client. The item by item response rate is therefore different from the overall response rate.

## Major Findings

Overall, PEI clients were highly satisfied with services and reported positive outcomes due to PEI services. The questions asked on the survey were mapped to three different domains:

- Positive Outcomes and Behaviors: Individual and Family
- Positive Outcomes and Behaviors: Engagement and Connectedness
- Client Satisfaction

### Positive Outcomes and Behaviors: Individual and Family

- 92.6% of respondents agreed or strongly agreed that participating in PEI programs helped them, their family, or both. (N=11,715)
- 93.7% of respondents agreed or strongly agreed that they found value in participating in PEI programs. (N=11,707)
- 94.9% of respondents agreed or strongly agreed that the PEI program helped them be a better parent, family, or both. Youth were not asked this question in FY 2018. (N=3,741)

### Positive Outcomes and Behaviors: Engagement and Connectedness

- 94.9% of respondents agreed or strongly agreed that the PEI program helped them learn about community resources and/or events that helped them, their child, or their family. (N=10,757)
- 92.5% of respondents agreed or strongly agreed that, because of the services they received, they know people who will listen and understand them when they need to talk. (N=11,544)
- 82.2% of respondents agreed or strongly agreed that the PEI program encouraged families in the program to support each other. Youth were not asked this question in FY 2019. (N=2,833)

### Client Satisfaction

- 96.3% of respondents agreed or strongly agreed that the information provided to them in the PEI program was presented to them in a language they are comfortable with. (N=11,681)
- 93.7% of respondents agreed or strongly agreed that services were available at times that were convenient for them and/or their family. (N=11,629)
- 93.0% of respondents agreed or strongly agreed that the location of services was convenient for them and their family. (N=11,623)

## Category 1 of Findings (e.g. Access)

- 96.3% of respondents agreed or strongly agreed that the information provided to them in the PEI program was presented in a language they are comfortable with. (N=11,681)
- 93.7% of respondents agreed or strongly agreed that services were available at times that were convenient for them and/or their family. (N=11,629)

- 93.0% of respondents agreed or strongly agreed that the location of services was convenient for them and their family. (N=11,623)

## Category 2 of Findings (e.g. Quality of Care)

### Positive Outcomes and Behaviors: Individual and Family

- 92.6% of respondents agreed or strongly agreed that participating in PEI programs helped them, their family, or both. (N=11,715)
- 93.7% of respondents agreed or strongly agreed that they found value in participating in PEI programs. (N=11,707)
- 94.9% of respondents agreed or strongly agreed that the PEI program helped them be a better parent, family, or both. Youth were not asked this question in FY 2018. (N=3,741)

### Positive Outcomes and Behaviors: Engagement and Connectedness

- 94.9% of respondents agreed or strongly agreed that the PEI program helped them learn about community resources, events, or both that helped them, their child, or their family. (N=10,757)
- 92.5% of respondents agreed or strongly agreed that, because of the services they received, they know people who will listen and understand them when they need to talk. (N=11,544)
- 82.2% of respondents agreed or strongly agreed that the PEI program encouraged families in the program to support each other. Youth were not asked this question in FY2019. (N=2,833)

## II. Adult Protective Services

### Purpose

The Adult Protective Services (APS), a division of the Texas Department of Family and Protective Services (DFPS), is responsible for investigating abuse, neglect, and exploitation of adults who are elderly or who have disabilities, and providing or arranging for services, if needed, to stop or prevent further harm. Any Texas resident who is an adult with a disability or is age 65 or older; is living in a community setting; and reported to be in a state of abuse, neglect, or exploitation may be eligible to receive protective services from APS. Victims of abuse, neglect, or exploitation may get short-term help with shelter, home repairs, food, transportation, managing money, medical care, home healthcare services, or mental health services.

Texas Human Resource Code, Section 48.006, directs the Texas Department of Family and Protective Services (DFPS) to survey community stakeholders of Adult Protective Services (APS) every other year to gather information on the performance of adult protective investigations and services, for use in evaluation and improvement to address community concerns. The survey conducted in 2019 was the ninth APS Community Satisfaction Survey.

APS conducts its Community Satisfaction Survey with care to be inclusive of the full range of services, organizations, service professionals, and others dedicated to the well-being of vulnerable adults in Texas. The survey is conducted as a coordinated set of four sub-surveys tailored to:

- the law enforcement sector, including chiefs of police, law enforcement officers and others in the law enforcement system;
- the judicial sector, including but not limited to judges and prosecutors in courts with probate jurisdiction;
- partner agencies and community organizations which serve or advocate for the well-being of vulnerable adults; and
- Adult Protective Services Community Boards.

DFPS shares findings of the Community Satisfaction Survey in reports on the DFPS website, at <http://www.dfps.state.tx.us/>. Survey results are also shared with regional APS management for evaluation and improvement of services, to judges of courts with probate jurisdiction, and other stakeholders.

## Methodology

At the core of the Community Satisfaction Survey is a series of standardized satisfaction-related statements to which respondents reply on an agreement scale from “strongly disagree” to “strongly agree”. Responses to these questions are analyzed to understand stakeholder perceptions at the point in time of the survey, as they differ among different groups of respondents, and as they compare to responses from previous surveys.

The survey is conducted as a coordinated set of four sub-surveys tailored to each of four stakeholder groupings. Each of the four stakeholder surveys contains a set of eight to ten satisfaction indicator statements, totaling 36 statements across all four surveys. Most of these satisfaction indicators, 31 in total, have been used since the 2007 survey, with occasional minor word changes to modernize language. This resulted in a total of 36 satisfaction indicator statements, which were used again in the 2019 survey without changes.

The surveys are designed to, as a group, create an overall picture of community stakeholder satisfaction and find common themes. Some statements are identical in all surveys; others are virtually identical but for a change in term to improve understandability for a stakeholder group. Some statements address a key issue relevant to multiple stakeholders but differ to match the roles of each stakeholder in the protection of vulnerable adults in Texas.

The 2019 survey was available for completion for a 30-day period, from June 12 to July 12, 2019. Invitations were sent to about 3,000 email addresses from contact lists developed and maintained by APS Community Engagement Staff. A hyperlink within each email provided access to the stakeholder survey most relevant to the contact receiving the email. These hyperlinks could be used by anyone with the link. Survey invitations encouraged recipients to



forward the invitation to others who may have feedback for APS. Because of this, it cannot be determined how many individuals may have ultimately received a survey invitation. The objective of the survey dissemination strategy is to obtain as many responses as possible.

## **Survey Responses**

The 2019 Community Satisfaction Survey received 602 survey responses. Most (65%) responses were to the Community Partners' Survey, while the APS Community Boards and Law Enforcement Partners' Surveys each comprised about 15% of the response total. The Judicial Partners' Survey provided about six percent of all survey responses.

### Community Partners' Survey

Responses came from a wide variety of organizations and services, including health care, personal services, mental and behavioral health, family violence, nutrition, dementia, guardianship, housing, and financial services, among others. Most reported having been involved with an APS case within in the past two years.

### Community Boards' Survey

Nearly all responses were from current board members with a few from former board members. About half reported over two years of experience on an APS board. Most reported that their board usually met once a month.

### Judicial Partners' Survey

About half the responses were from judges and most of the remainder were attorneys and court investigators. Most reported that an APS case had appeared before the court they worked within the past two years.

### Law Enforcement's Survey

Most responses were from law enforcement officers, with the remaining responses from victim or social services in law enforcement as well as emergency medical or fire response services (nine percent). Most reported having been involved with an APS case within the past two years.

## **Major Findings**

### **Average Agreement on Satisfaction Indicators**

Based on the satisfaction indicator results from the 2019 Community Satisfaction Survey, feedback from APS stakeholders was positive, on average. From pooled results of all four surveys, 75% of responses agreed (answered either "agree" or "strongly agree") with statements reflecting positive perceptions about APS. This average rate of agreement is slightly lower than in previous years.

## Key Satisfaction Indicators

Among the standardized satisfaction statements in the Community Satisfaction Survey, a group of five statements have identical or very similar language across all four stakeholder surveys.

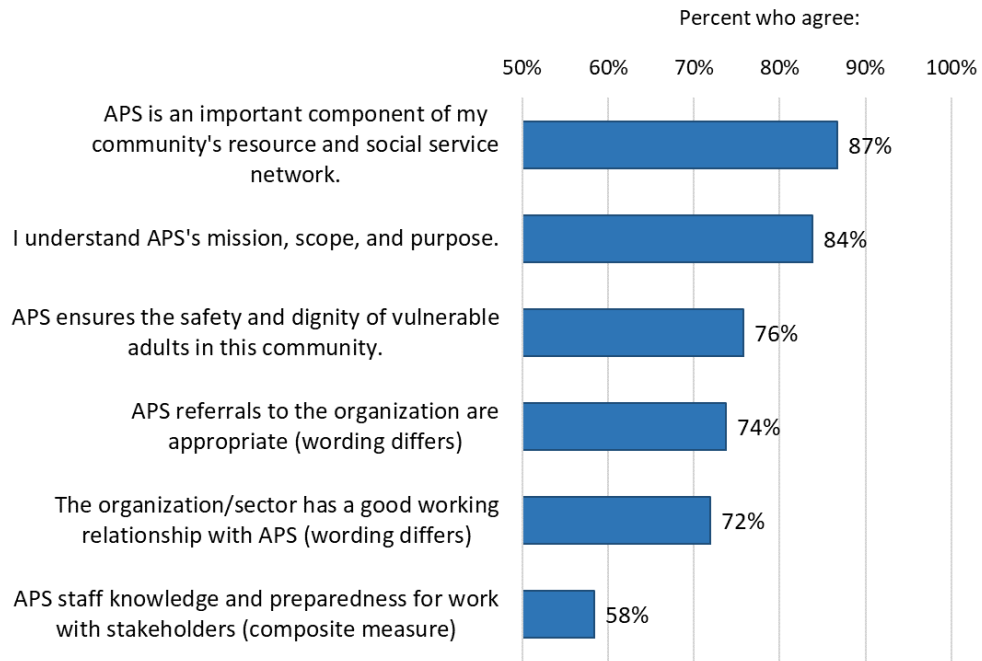
These are evaluated as key satisfaction indicators reflecting APS success in five key areas:

1. Communicating the APS mission, scope and purpose
2. Enhancing community resources and services
3. Ensuring the safety and dignity of vulnerable adults
4. Coordinating with community partners through appropriate referrals
5. Achieving a good working relationship with community partners

Results on the key satisfaction indicators in the 2019 survey are illustrated in Chart 1. Results suggest wide recognition of the value and mission of APS. For example, 87% of responses agreed that “APS is an important component of (the respondent’s) community’s resource and social services network.” Further, 84% agreed that they “understand the APS mission, scope and purpose” and 76% agreed that “APS ensures the safety and dignity of vulnerable results in this community.”

A majority also agreed that their organization or sector has a good working relationship with APS (72%) and that referrals to their organization or sector are appropriate (74%). A somewhat smaller percentage (58%) agreed that APS staff had the knowledge and preparation for work with stakeholders (a composite measure of several indicators on this topic).

**Figure 4: 2019 APS Community Satisfaction Survey Agreement with Key Satisfaction Indicators**



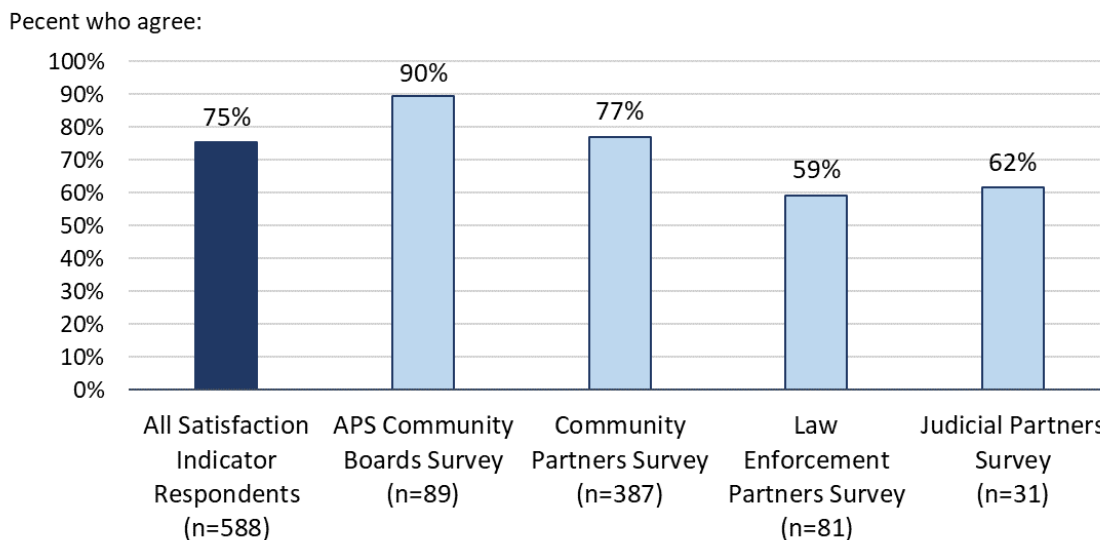
Source: 2019 APS Community Satisfaction Survey

### Stakeholder Survey Comparison

Results from the four stakeholder surveys suggest that satisfaction with APS can differ substantially by stakeholder group. The results do not reflect whether some issues may be more relevant or important to some stakeholders versus others. Nevertheless, commonalities and differences among stakeholder groups are important to interpretation of survey results.

In the 2019 Community Satisfaction Survey, average agreement with satisfaction statements ranged from a high of 90% for the APS Community Board Survey to a low of 59% for the Law Enforcement Partners' Survey. Between these two levels of agreement are the Community Partners' Survey (77%), and the Judicial Partners' Survey results (62%).

**Figure 5: 2019 APS Community Satisfaction Survey Average Agreement with Satisfaction Indicators, by Stakeholder Group**



Source: 2019 APS Community Satisfaction Survey

### III. Office of Consumer Relations

#### Purpose

The Office of Consumer Relations (OCR) resolves case specific, policy related complaints and responds to inquiries about DFPS programs in a fair and unbiased way. These concerns may come from DFPS clients, their families, stakeholders and the public.

The purpose of the survey/series of interviews is to assess the level of information individuals that contact the OCR have, how they found out about the OCR, the level of ease with which individuals contact OCR, and the preferred method of communication with OCR.

The purpose of the survey/series of interviews was to gauge input from the public who contacted OCR to determine customer satisfaction. This information would provide input to OCR staff and management on how to better serve the public.

The survey/series of interviews was conducted by OCR using the online tool of Survey Monkey. The link is accessible via the DFPS public website where information regarding the OCR is provided. The link is available year-round.

The study population was any current or previous DFPS clients, their families and the general public who wished to complete the optional survey in regard to the customer service provided by OCR. The survey allows for these individuals to respond anonymously and does not ask for personal or demographic information.

A report of the study is not available via an online published report; however, reports can be generated as requested by contacting the Director of OCR at [OCR@dfps.state.tx.us](mailto:OCR@dfps.state.tx.us).

## **Sample and Methodology**

The study sought responses from anyone that accessed the web link who was willing to complete the survey. As the survey is completed anonymously, demographic information is not collected on the individual completing the survey.

The study or questionnaire was conducted by accessing an online survey link using Survey Monkey. The survey is available year-round and consists of four multiple choice questions where only one selection can be made, and two open-ended questions that allows for text entry by the individual completing the response. The report reflects data gathered from September 1, 2017 through August 31, 2018.

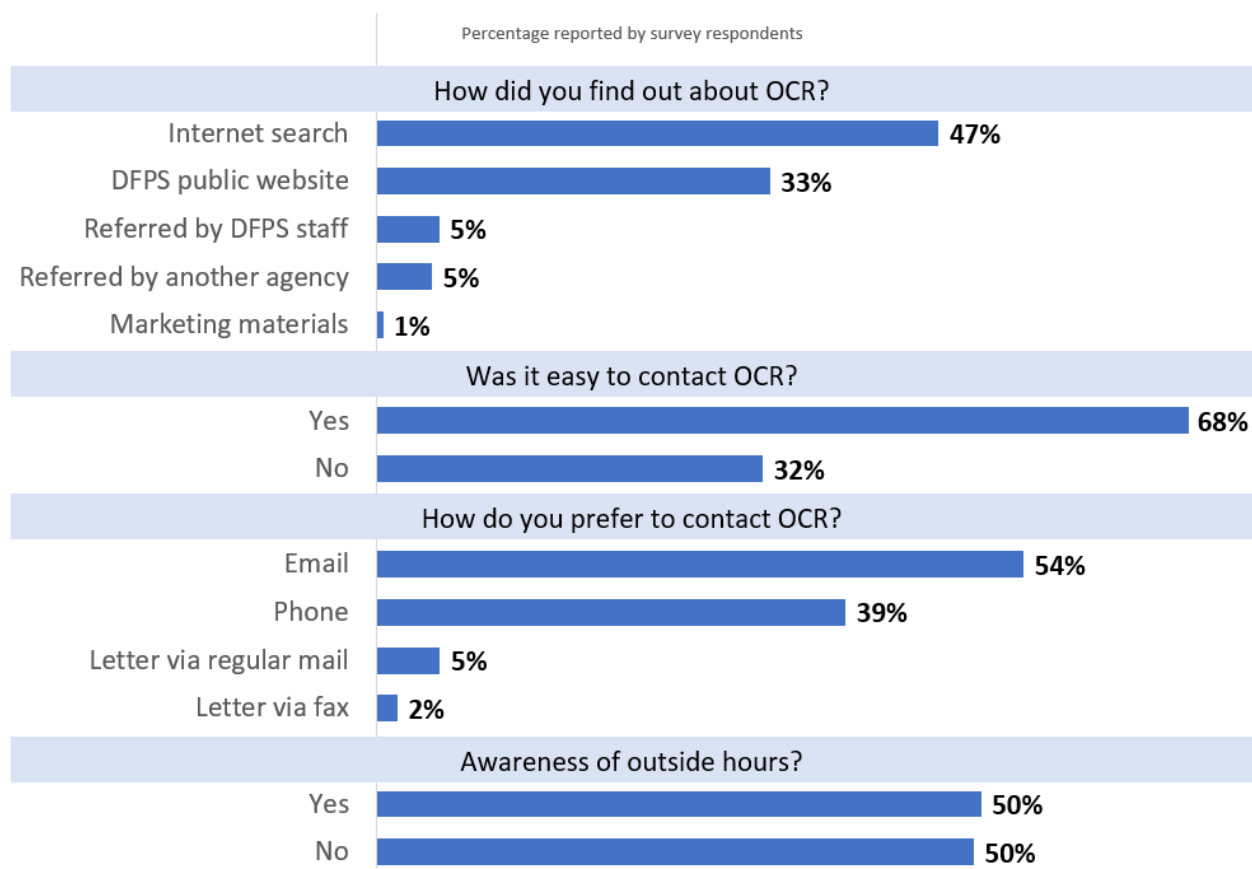
The surveys/interviews were offered in English only.

OCR is not able to capture the exact numerical data of surveys completed and surveys accessed as the survey is presented as an optional link. Therefore, it is unknown how many individuals accessed the link and closed the survey out without completing it. For FY 2018, it appears 171 people completed the survey either partially or in its entirety. OCR received a total of 20,414 contact instances for FY 2018 and from this received 5,258 formal complaints for review.

## **Major Findings**

The OCR's survey findings for FY 2018 showed that a majority of those who access the survey learned of our office via an internet search or website, with most users finding it easy to contact OCR. It was further noted that when users are given the opportunity to provide feedback about their experience when reaching OCR via an open narrative text box, many of these text responses received did not relate to their customer service experience with OCR but rather staff conduct or specific case decision inquiries.

**Figure 6: OCR Survey Major Findings**



Source: FY2018 OCR Customer Satisfaction Survey

## IV. Child Protective Services

### Purpose

Youth and young adults who have been involved in the foster care system are at high risk for difficult outcomes during the transition to adulthood. These difficult outcomes include homelessness, not finishing high school, early parenthood, unemployment, dependence on public benefits, and involvement in the criminal justice system. To gather data about and address these concerns, the U.S. Department of Health and Human Services' Administration for Children and Families (ACF) created the John H. Chafee Foster Care Independence Program (CFCIP). CFCIP established data quality standards and administers grants to states that collect data about persons involved in the foster care system.

DFPS contributes to this national data collection effort called the National Youth in Transition Database (NYTD) by conducting surveys of youth and young adults currently or formerly in foster care. The data from Texas and other states are collected and provided to the federal government for NYTD which in turn are stored in the National Data Archive on Child Abuse

and Neglect at Cornell University and are ultimately made available to researchers upon request.

NYTD is a longitudinal study that tracks outcomes of youth and young adults who have been involved with the foster care system. Every three years, states collect data on a new cohort of 17-year-old youth in foster care. Two years later at age 19, a random sample of the youth with baseline data is surveyed again. Finally, this random sample is surveyed again two years later, when they are age 21. The data allows researchers to access the outcomes these youth experience when they leave foster care and transition to adult living.

In *federal* fiscal year 2018 (October 1, 2017 through September 30), DFPS staff surveyed a random sample of 21-year-olds who were surveyed previously at age 17. Topics addressed in the survey included:

- Employment
- Educational attainment
- Parenting
- Health care coverage
- Use of public benefits or other types of aid, such as scholarships
- Homelessness
- Drug or alcohol use
- Involvement with the criminal justice system
- Connection to adults as a source of emotional support
- Demographic information

## **Sample and Methodology**

DFPS surveyed a random sample of young adults age 21 who were first surveyed when they were in foster care at some point within 45 days after their 17th birthday and surveyed again through a random sample at age 19 and 21 as defined in 45 CFR 1355.20. Every third year, a new baseline of youth is surveyed. DFPS collected surveys between October 1, 2017 through September 30, 2018. The survey and survey request were distributed in several ways:

- Paper survey; in person and through the mail
- Email
- Phone
- Text

The survey was offered in English and Spanish. DFPS staff were available to read questions and provide an explanation of the survey questions if needed. Since the survey asked about sensitive topics, the youth who were contacted for the survey were assured of their confidentiality.

DFPS completed 248 surveys, for a response rate of 87%. Reasons for non-participation in the survey are as follows:

- Unable to locate 13%
- Runaway/missing 0%
- Young adult declined <1%
- Incapacitated 0%
- Parent or young adult declined <1%
- Incarcerated 0%

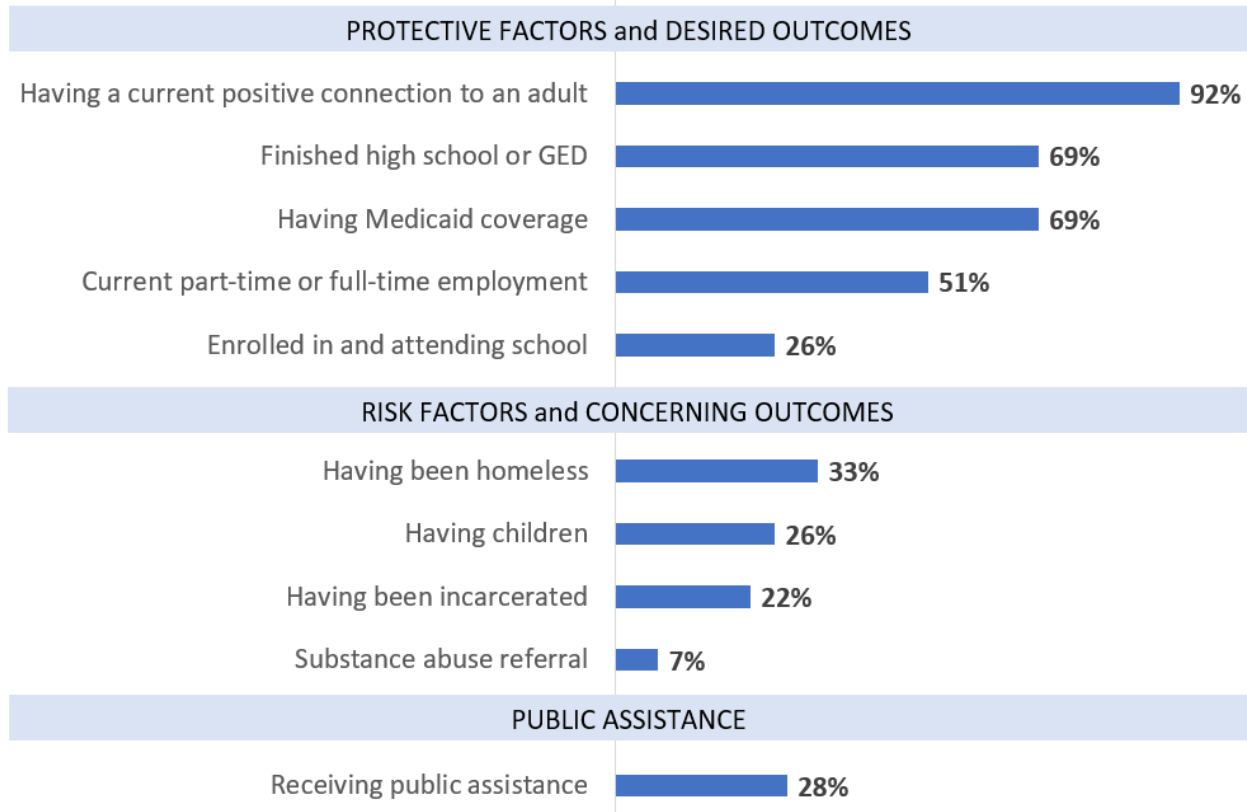
## **Major Findings**

Outcomes reported by survey participants are grouped into the following topics: financial self-sufficiency, educational attainment, connection to adults, Medicaid coverage, high risk behaviors, and homelessness. Results have been organized into protective factors and/or desired outcomes, risk factors and/or concerning outcomes, and public assistance.



**Figure 7: NYTD Survey Major Findings**

Percentage reported by survey respondents



Source: FFY2018 National Youth in Transition Database Survey

The results of the survey show that 26% of the youth are enrolled in high school, GED classes, post high school vocational training or college, 69% finished high school or GED, 92% have a connection to a positive adult and 51% are currently employed.

An examination of the results related to risk factors and concerning outcomes reveals that 22% have been incarcerated sometime in the past two years, 33% have been homeless sometime in the past two years and 26% have had children in the past two years.

## V. Statewide Intake

### Purpose

The purpose of the Statewide Intake customer feedback telephone survey is to obtain feedback from English and Spanish queue callers as recommended by the 2018 SWI Internal Audit. The survey aims to specifically get feedback about how courteous and helpful the intake specialist was throughout the call and the length of time that the caller was on hold before the call began. The survey is ongoing.

The customer feedback survey is conducted and implemented by Statewide Intake.

The study population is any person who calls the Texas Abuse Hotline English and Spanish queues to report abuse, neglect, or exploitation from August 22, 2019 through the current year to date.

The report of the study is not currently published on the internet. Up-to-date results for the report can be requested by emailing [QAUNIT@dfps.state.tx.us](mailto:QAUNIT@dfps.state.tx.us).

## **Sample and Methodology**

The survey seeks responses from any person who calls the Texas Abuse Hotline English and Spanish queues to report abuse, neglect, and exploitation. While on hold waiting for an intake specialist to assist them, each caller hears the following message inviting them to participate in the survey:

“Customer satisfaction is important to us, and to help us improve, please take a brief survey about your experience. To participate, remain on the line after your call ends.”

The caller is asked to rate the following three statements about their experience by pressing 1 for Agree, 2 for Neutral, and 3 for Disagree:

- The amount of time they were on hold before their call was answered was reasonable.
- The intake specialist who assisted them was courteous.
- The intake specialist who assisted them was helpful.

The study is conducted by telephone. The survey began on August 22, 2019 and is on-going.

The surveys/interviews are offered in both English and Spanish.

Individuals provide their responses by completing the surveys themselves using their telephone keypad.

## **Major Findings**

The Statewide Intake customer feedback survey began on August 22, 2019. Therefore, for FY 2019, SWI did not collect any meaningful data in time for this report.

## **Appendix: Commonly Used Abbreviations**

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APS	Adult Protective Services
CPI	Child Protective Investigations
CPS	Child Protective Services
CVS	Conservatorship
DCI	Day Care Investigations
DFPS	Department of Family and Protective Services
FBSS	Family-Based Safety Services
FTE	Full-time Employee
OCR	Office of Consumer Relations
OTH	Other
PEI	Prevention and Early Intervention
RCI	Residential Child Care Investigations
SWI	Statewide Intake