TEXAS
Department of Family and Protective Services

Prevention & Early Intervention

Prevention and Early Intervention

Fiscal Year 2018

Business Plan

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Introduction

In September 2016, the Prevention and Early Intervention (PEI) division of the Department of Family and Protective Services (DFPS) adopted a strategic plan to guide the division for the next five years. To translate the goals and strategies of that five-year plan into concrete actions, PEI has published the following business plan for fiscal year 2018. Similar business plans will be developed for each fiscal year.

In addition to reflecting the goals and strategies established in the five-year strategic plan, PEI's FY18 business plan also reflects more recent direction from the 85th Texas Legislature and feedback from PEI's network of service providers.

To ensure PEI's state office continues to operate as a cohesive unit, the business plan also includes newly adopted vision, mission and values statements. These statements are the latest step taken to further unite and streamline programs following the merger of Texas Home Visiting with legacy PEI programs.

Beginning on page 12, each team within PEI outlines its operational plans and specific measures of success for FY18. Nearly all of this work takes place in collaboration with community-based service providers, research partners, state agency collaborators, advocates and other stakeholders.

As a whole, the plan outlines PEI's ongoing work to create an infrastructure in which research, data and expertise can be applied to a system of family-strengthening programs and initiatives that prevent child abuse and juvenile delinquency and promote positive outcomes for children, youth, families and communities.

Through programs and services designed to improve parenting skills, strengthen family relationships and build resiliency, in combination with community-driven efforts to make systemic improvements in the environments where children and families live, learn, work and play, PEI and its partners will continue to make a positive difference in the lives of Texas children and families.

This is our plan and our pledge to Texas.

Moving Upstream

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.

Applying a public-health approach to its work, PEI aims to improve the well-being of all Texans by acting upon a broad range of factors and conditions that influence child well-being. Preventing child maltreatment and other negative outcomes also includes addressing the underlying issues such as poverty, family instability, poor health, substance abuse, mental illness. Through programs and services designed to improve parenting skills, strengthen family relationships and build resiliency, PEI strives to reduce child abuse, enhance school readiness, improve social-emotional and physical health and strengthen communities.

PEI's strategies are rooted in the understanding that families have primary responsibility for creating a safe and nurturing environment for their children, and that families want to do what is best for their children but often need some form of support to make it happen. PEI also takes the approach that strengthening families and communities and preventing child abuse and juvenile delinquency requires a diverse set of public- and private-sector leaders at the state and local levels working together in strategic and purposeful partnerships. Increasingly, PEI's work has moved to the earlier stages of the prevention continuum — away from late-stage interventions to preventing early occurrences of child maltreatment and juvenile delinquency and promoting the skills and strengths that keep families out of crisis.

PEI's role is to create the infrastructure to apply research, data and our collective expertise to a system of family-strengthening programs and initiatives designed to prevent child abuse and juvenile delinquency and promote positive outcomes for children, youth, families and communities. PEI supports healthy social, emotional and cognitive development of children and youth in stable family relationships and nurturing community environments.

About 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; and
- Assist local communities in the coordination and development of prevention and early intervention services in order to maximize federal, state, and local resources.

PEI delivers on its mission by (1) providing funding and other resources for voluntary services, (2) providing funding and other resources to support and enhance community collaborations focused on systemic changes and (3) conducting public awareness campaigns to influence attitudes, beliefs and behaviors related to parenting and child safety.

PEI's voluntary, community-based services are delivered through more than 140 contracts with nonprofit organizations and local governments throughout Texas. In addition it manages more than 20 contracts for research, evaluation, technical assistance. As such, PEI's clients include contracted service providers and the thousands of Texans who receive services from PEI's network of providers.

Budget FY18	$ 106,561,273
Programs Voluntary programs serving parents and youth	11
Provider Contracts Nonprofit organizations, city and county governments (9/1/17)	144
Support Contracts Research, evaluation, technical assistance (9/1/17)	21
Employees FTEs allocated as of 9/1/17 (no field staff)	66
Families Served Unique families served in FY16	62,000
Visits to HelpandHope.org Total interactions with website in FY16	1.6 million

PEI 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.

Early Childhood (through age 5)

Program	Description	Projected number served in FY18
Healthy Outcomes through Prevention and Support (HOPES)	HOPES is a community-based approach to increasing protective factors focused on community collaboration and evidence-based services in high-risk counties.	4,611
Help through Intervention and Prevention (HIP)	HIP provides targeted families with an extensive family assessment and home visiting that includes parent education and basic needs support.	149
Home-Visiting Education and Leadership (HEAL)	HEAL focuses on family support, parent engagement, and increasing community awareness and involvement in prevention efforts.	267
Texas Home Visiting (THV)	THV is a community-based approach focusing on collaboration and evidence-based home visiting services in high-risk counties to improve outcomes for children under age 6 and their families.	3,793
Texas Nurse-Family Partnership Program	Texas NFP is a targeted, evidence-based home visitation program shown to improve the health and well-being of low-income first-time mothers and their children.	2,400

Youth (ages 6-18) and Family (birth to age 18)

Program	Description	Projected number served in FY18
Community-Based Family Services (CBFS)	CBFS serves families that CPS investigates and either does not confirm abuse or neglect or does confirm an allegation but the situation is low risk. Services include home visitation, case management and parent education.	430

Program	Description	Projected number served in FY18
Community Youth Development (CYD)	CYD provides services in targeted ZIP codes to promote youth protective factors and prevent negative outcomes such as juvenile delinquency.	17,090
Fatherhood EFFECT	Fatherhood EFFECT provides resources and supports targeted to fathers.	711
Military Families and Veterans Pilot Prevention program (MFVPP)	MFVPP provides targeted support to military families and veterans in Bell, Bexar and El Paso counties.	904
Service to At-Risk Youth and Families (STAR)	STAR provides individual and family crisis intervention counseling, youth and parenting skills classes and short-term emergency respite care in all 254 Texas counties.	28,101
Statewide Youth Services Network (SYSN)	SYSN provides evidence-based prevention programs to youth ages 6-17 in each DFPS region, with a focus on school and community-based mentoring and leadership programs.	2,147
Texas Families: Together and Safe (TFTS)	TFTS funds community-based programs that have been shown to relieve stress and promote better parenting skills and behaviors to help families become self-sufficient and nurture their children.	3,184
	Total	**63,787**

To support and complement these programs and be responsible stewards of public funds, PEI has staff dedicated to the following essential functions, each of which is described more fully later in the report:

- Program management
- Contract management
- Budget management
- Training and technical assistance, public awareness, systems development
- Research and evaluation
- Child safety
- Administrative support

Building on PEI's Five-Year Strategic Plan

In fiscal year 2017, PEI produced a five-year strategic plan. The plan was shaped by input from hundreds of community stakeholders, researchers, advocates and staff, and it reflects DFPS's shift from primarily investigation-based efforts aimed at protecting children to a public health approach aimed at strengthening families.

The plan includes seven high-level goals with strategies, actions and measures of success for each. 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

Priorities for Fiscal Year 2018

At the end of FY17, PEI released a progress report on implementation of its five-year strategic plan. In that report, PEI summarized progress made during the first year of the plan and identified the following six high-priority initiatives for implementation in FY18.

1. Working under the direction of the 85th Legislature and DFPS Commissioner Hank Whitman, PEI will organize and support a Prevention Task Force for the purposes outlined in H.B. 1549 and on page 10 of this report. PEI will propose a plan to provide the research, data mapping, and project facilitation necessary to meet the task force's legislative charge.

2. Consistent with HB 1549, the Office of Child Safety will take all necessary steps to include near-fatality child abuse or neglect cases in the Child Fatality Annual Report, for cases in which child abuse or neglect is determined to have been the cause of the near-fatality. The Office of Child Safety will also produce an aggregated report relating to child fatality and near-fatality cases resulting from child abuse or neglect.

3. PEI will further explore best practices in program implementation and expansion, including how to implement adaptions without jeopardizing effectiveness, and how to enhance peer learning across the state.

4. PEI will plan for potential program transitions based on funding cycles, contract expiration dates, and programmatic data as a component of its growth plan.

5. To further improve and sustain productive relationships with communities, PEI will create additional opportunities and mechanisms for dialogue with community leaders, faith-based organizations, and other stakeholders.

6. PEI will take steps to integrate its new data tracking and processing capabilities into strategic and operational decision-making processes.

Outcomes of 85th Legislature, Regular Session

PEI's budget for FY18-19 includes increases for four programs (shown below) and flat funding for all other programs. The table below outlines increases in program funding for the fiscal year 2018-2019 and how the funding will be used.

Program	Additional Allocation FY18-19	Implementation Plan
STAR	$1.34 million	Add money to current contracts with requirement to serve more families and increase evidence base and level of innovation.
HIP	$1.6 million	Take a hybrid approach to expanding provider base and capacity to serve more families through the existing provider enrollment and possibly a request for proposals. Test a cost-reimbursement approach incorporating community education and client outreach.
Texas Home Visiting	$800,000	Expand services into Tom Green County using a new progressive funding strategy under which funds increase as program and local match goals are met
Nurse-Family Partnership	$5 million	Expand services in the following areas: Austin, Corpus Christi, Houston, Port Arthur, San Antonio and Waco Minimal additional infrastructure funds will be provided to El Paso and Laredo to attempt to increase staff retention and enhance program quality.

The following table compares total funding for programs and services for the current and previous biennia.

Program	FY16-17	FY18-19
STAR	$42,004,158	$48,624,721
Community Youth Development Program	$14,537,665	$16,845,118
Texas Families: Together and Safe	$5,220,565	Incorporated into STAR
Child Abuse Prevention Grants (includes HEAL)*	$6,311,115	$7,214,315
Other At-Risk Prevention Programs (HOPES, HIP, CBFS, SYSN, Military, Safe Babies)	$45,867,189	$59,179,394
Home Visiting Programs (THV & NFP)*	$67,065,960	$62,980,670
At-Risk Prevention Program Support (Salaries, professional fees and services, travel, rent, etc.)	$3,805,651	$15,050,279
TOTAL	**$184,812,303**	**$209,894,497**

* Federal funds are anticipated, not guaranteed.

PEI also received several new directives, with most new provisions codifying or supporting the direction the division is already headed. Together, Senate Bill 11 and House Bill 1549 take steps to help PEI put a growth plan in place and increase local capacity for serving more families. HB 1549 also establishes a two-year task force to make recommendations to the department regarding implementation of the bill and PEI's five-year strategic plan released last fall.

In addition, House Bill 5 moves the Department of Family and Protective Services outside of the Health and Human Services system. Effective September 1, 2017, DFPS will be an independent agency, and PEI will continue to be part of it.

As directed by House Bill 1549, DFPS will establish a two-year Prevention Task Force and work with its members to develop a growth strategy for prevention and early intervention services. PEI will also seek counsel from the task force on how best to meet other directives from the 85th Legislative Session. PEI will provide administrative and technical support to the task force throughout its information-gathering and deliberation stages and in the production of its report, which is due to the DFPS commissioner August 31, 2018.

Prevention Task Force Members
- **Christopher Greeley, MD, MS**, Chief, Section of Public Health Pediatrics (Chair)
- **Jamye Coffman, MD**, Medical Director C.A.R.E. Team
- **Mark W. Shen, MD**, Senior Vice President of Network Development, Ascension Texas, CEO of Ascension Texas Accountable Care Network, Associate Professor of Pediatrics, Dell Medical School at UT Austin
- **Ryan D. Larson**, 395th District Court Judge
- **Susan Hoff**, Chief Strategy, Impact & Operations Officer, United Way of Metropolitan Dallas
- **Celeste Garcia**, Executive Director – Community Services Division, BCFS Health and Human Services
- **Katie Olse**, Executive Director, Texas Alliance of Child and Family Services
- **Cynthia Osborne**, Ph.D, MPP, MA, Director, Child and Family Research Partnership, LBJ School of Public Affairs, The University of Texas at Austin
- **David Lakey**, MD, Vice Chancellor for Health Affairs and Chief Medical Officer, The University of Texas System
- **Elena Marks**, President and Chief Executive Officer, Episcopal Health Foundation
- **Luanne Southern**, Senior Director, Casey Family Programs
- **Penny Schwinn**, Deputy Commissioner of Academics, Texas Education Agency
- **Manda Hall, MD**, Associate Commissioner for the Community Health Improvement Division, Texas Department of State Health Services

- **Kristine Blackstone,** Associate Commissioner, Child Protective Services, Texas Department of Family and Protective Services
- **Sasha Rasco,** Associate Commissioner, Prevention and Early Intervention, Texas Department of Family and Protective Services

Business Plans by Team

PEI's 66 FTE are organized in six teams and are collectively responsible for administering volunteer programs for families and youth; promoting safe, stable and nurturing family environments through public awareness and education; and fostering systemic changes through community collaborations that benefit children, youth and families.

FTE Allocation by Team	FTEs
Early Childhood Programs	10
Youth and Family Programs	7
Community and Systems Support	9
Contract Management & Oversight	21
Research and Safety	11
Operations Support	5
Divisionwide Leadership	3
Total FTE	**66**

The teams are united and guided by the following shared set of values:

1. We create a culture of honesty and ethics.
2. We embrace each other's diverse strengths and perspectives.
3. We work hard to get the job done well.
4. We pursue growth and learning.
5. We value humility and being of service.
6. We are our best as a team. We support one another and resolve conflict through constructive means.
7. We provide friendly customer service to both internal and external stakeholders.
8. We put ourselves in others' shoes.

Early Childhood Team

PEI's Early Childhood team guides and supports program implementation for early childhood services and is a resource for prevention efforts across the state. The team of nine FTE (division administrator, two lead program specialists and six program specialists) supports Texas Home Visiting, Texas Nurse-Family Partnership, Project HOPES and other initiatives that serve families with children through 5 years old.

PEI contracts with community organizations in 83 targeted counties to provide home visiting programs and other services that promote family stability, positive child well-being and early learning. The Texas Home Visiting program and Texas Nurse-Family Partnership both support the development and implementation of evidence-based home visiting programs. The two programs operate in a combined 33 counties and are funded through state funds and a grant from the U.S. Department of Health and Human Services' Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program. Project HOPES is a community-based program providing child abuse and neglect prevention services that target families with children between through 5 years of age.

The Early Childhood team:

- researches best practices in program design;
- helps develop procurement documents and programmatic monitoring tools and plans;
- conducts programmatic monitoring;
- monitors programmatic budgets and fields requests from contractors;
- collaborates with research and evaluation partners;
- reviews reports and data related to program implementation;
- produces reports and analysis of services, outcomes, and programs; and
- provides technical assistance for contractors and community partners.

Primary areas for technical assistance include:

- implementation of evidence-based programs,
- data collection and usage,
- recruitment and retention of clients,
- continuous quality improvement (CQI),
- primary prevention strategies,
- staff supervision,
- community collaborations, and
- coalition building.

For FY18, the activities and priorities for the Early Childhood Team are listed in the table below.

Business Deliverables

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
EC1	Implement Early Childhood Grantee Assistance Tool plans to support TA and ongoing programmatic monitoring.	TA planning template completed; Documented review of monthly and quarterly reports and database reports; Program monitoring reports completed	Completed plans; Contract performance on track or corrective action underway
EC2	Ongoing Training and Technical Assistance to Support Communities	TA provided documented in Grantee Assistance Tool; UT Tyler contract transition complete; Family Connects training implemented; Site visits conducted	Positive provider feedback on support provided
EC3	Nurse Family Partnership Expansion	New contracts in place; Staff hired and trained; Service delivery begins	More families served in NFP; Contract performance on track or corrective action underway
EC4	New Texas Home Visiting Pilot Sites	Support implementation for newly executed contracts in Bastrop and Victoria; Establish new contract with Children's Advocacy Center of Tom Green and support implementation; Provide orientation to Bastrop and Tom Green counties.	Staff hired, trained; Division ready to provide services and meeting contractual measures

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
EC5	Monitor program capacity on an ongoing basis	Document capacity by site in the GAT and contributing factors impacting low capacity; Update monthly spreadsheet documenting all THV and NFP families served and capacity	Site performance on track or corrective action underway
EC6	Provide programmatic support to contracting process	Completed statements of work; Completed project work plans; Program reviews and approvals of budget shifts; Review monthly/quarterly reports; Assist in six-month budget review process; Support agency lead or subcontractor transfers	Positive performance outcomes
EC7	LENA Home wearable technology	Support recent innovations to enhance program delivery.	Positive performance outcomes
EC8	Smoking Cessation and Reduction In Pregnancy Treatment	Support recent innovations to enhance program delivery.	Positive performance outcomes
EC9	Oral Health Initiative	Support recent innovations to enhance program delivery.	Positive performance outcomes
EC10	Working for Kids	Support recent innovations to enhance program delivery.	Positive performance outcomes
EC11	Results-Based Accountability (RBA)	Support recent innovations to enhance program delivery.	Positive performance outcomes
EC12	Coordinate the Early Childhood Community Lead/Model calls	Completed calls; Monthly model calls or in-person meetings were facilitated for NFP, HIPPY and PAT; Monthly calls for Family Connects have been set up for FY18	Positive provider feedback about communication
EC13	Grant Management	Submission of quarterly reports, Annual report, FY16 and FY17 grant updates, end-of-performance reports, FFATA reporting; FFRs	All grant requirements are met
EC14	Write program portions of FY15 MIECHV competitive grant report	Write report	Report submitted
EC15	Write FY15 MIECHV Formula Grant Report	Write report	Report submitted
EC16	Complete FY15 MIECHV Competitive End-of-Performance Period report	Write report	Report submitted
EC17	Complete FY15 MIECHV Formula End-of- Performance Period report	Write report	Report submitted
EC18	Continue participation in Early Childhood state cross-agency partnerships	Attended meetings with ECI, WIC, Title V, Safe Sleep Workgroup, Project LAUNCH, Mental Health workgroup, Texas Board of Nursing, Behavioral Health Institute, Head Start; Participate in coordinated activities	Alignment of messaging and practices with cross-agency partners

EC19	Describing Home Visiting Value Evaluation design and implementation	Provide programmatic input on evaluation design and data collection	DHVVE evaluation plan will be developed and submitted; Data collection begins.
EC20	Data Review	Review performance measures on a monthly basis	Grantee Assistance Tool updated with progress
EC21	Cross program /contracts meetings	Schedule and facilitate monthly meetings with contract specialists	Monthly meetings held
EC22	HOPES Evaluation	Provide input to HOPES Evaluation and disseminate findings	Evaluation information released to communities
EC23	Early Childhood Systems Integration Group	Participate as lead agency in Early Childhood Systems Integration Group	Meetings attended
EC24	Professional Development Institute Expert Panel	Participate in Professional Development Institute Expert Panel	Attend monthly meeting and annual in-person meetings
EC25	ASTHVI Steering Committee	Represent Texas on National early childhood efforts	Attend monthly meeting
EC26	MIECHV Reauthorization Rapid Response Team	Represent Texas on National early childhood efforts	Attend monthly meetings
EC27	Recruit and retain high-quality PEI staff	Hire two team leads; Interview for PS V; Select Health PS V	Low turnover; High-quality work; Staff satisfaction
EC28	Monitor ongoing employee performance	Annual work plan tracking; Performance evaluations; Job descriptions are saved on the shared drive	Positive performance reviews; Evaluations completed timely
EC29	Develop onboarding and continued professional development process for EC Team	Onboarding process documented	Positive feedback from new employees
EC30	Regular Communication with Models	HIPPY contract transitioned to HIPPY USA; Monthly model calls; Potential in-person meetings; National Model Alliance participation; Support Family Connects start-up	Positive feedback from models
EC31	HIPPY contract transitioned to HIPPY USA	Assist Contracts team to complete the transition	Contract executed for HIPPY USA
EC32	Develop programmatic documentation needed for PEIRS Phase III	Logic modeling; Process mapping; Performance measures; Report development	All documents completed and built into PEIRS
EC33	Provide program input for data, training, CQI, systems, and communications work	RBA, Help & Hope website, PIP, mini conferences, external technical assistance	Communities implement and utilize tools and trainings offered

Special Initiatives

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
EC34	Develop/implement programmatic policies to increase efficiency	General and program-specific policies	Policies and procedures are in place; Staff are trained and understand P&P; Providers understand policies and implement policies
EC35	Convene two NFP Face-to-Face meetings	Plan and coordinate meetings	Positive feedback from providers
EC36	Convene a summer provider meeting for all early childhood programs	Plan and coordinate meeting	Positive feedback from providers
EC37	Establish peer-to-peer learning networks for Early Childhood	Develop peer-to-peer learning plan (e.g., webinars, provider meetings in-person, peer-to-peer site visits)	Positive feedback from providers
EC38	Mental Health Initiatives	Develop a plan to enhance home visitor capacity around addressing mental health issues that may include an optional evidence-based overlay to integrate into home visiting, web-based and in-person trainings, mental health tip sheets or partnerships with state agency mental health providers	Positive feedback from providers or programs that implement initiatives, document their experience
EC39	Health Initiatives	Develop plan to increase health best practices and better align with the health sector (e.g., partnership with Board of Nursing, partnership with Texas Pediatric Society, best-practice research and information dissemination, uniform messaging across sectors, partnerships with hospitals)	Positive feedback from providers or programs that implement initiatives, document their experience; Increased referrals from health sector
EC40	Planning for Lapse Funds	Identify plan for lapse spending that may include trainings for PEI and providers, educational enhancements for families, resources for home visitors, other innovations	Utilize all lapsing funds in a timely fashion in a way that enhances service quality
EC41	Funders collaborative work	Meetings with potential Family Connects investors; Identify new potential funders based on program outcomes and investment interests; Individual contacts to educate about partnerships	Commitment from funders to invest in early childhood
EC42	MCO integration exploration with NFP expansion sites	Explore opportunities to increase investments in home visiting by Managed Care Organizations; Explore potential data matching between NFP and MCOs	Commitment from MCOs to match data or invest in early childhood
EC43	HRSA Site Visit	Pre-visit work completed; Coordinate with budget to ensure participation; Execute site visit	High level of compliance with MIECHV grant requirements

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
EC44	Develop standardized processes for corrective action	Clear guidance on when a corrective action planning process initiated; Standardized corrective action processes	Standardization across programs for corrective action practices

Youth and Family Team

PEI's Youth and Family team focuses on program implementation for a full continuum of prevention services, supporting programs and serving as a resource for prevention efforts across the state. The team of eight FTE includes a division administrator, a program specialist team lead, and six program specialists.

The team supports the following programs:

- Military Families and Veterans Pilot Prevention Program (MFVPP),
- Services to At-Risk Youth (STAR),
- Community Youth Development (CYD),
- Statewide Youth Services Network (SYSN),
- Community-Based Family Services (CBFS),
- Fatherhood EFFECTS,
- Help through Intervention and Prevention (HIP),
- Texas Families Together and Safe (TFTS), and
- Home Visitation, Education, and Leadership (HEAL).

These programs contract for a variety of services in communities around Texas and are both state- and federally-funded. Contracted services include:

- parent education,
- home visitation for targeted populations (fathers, military families, high-risk families, and former foster youth),
- family and individual counseling and case management,
- youth life skills classes,
- after school programs, and
- juvenile delinquency prevention programs.

These programs serve parents, expecting parents, and children through age 17 with the intent to improve safety, increase protective factors, and reduce juvenile delinquency.

The Youth and Family team helps:

- develop procurement documents and programmatic monitoring tools and plans;
- conducts programmatic monitoring;
- monitors programmatic budgets and fields requests from contractors;
- collaborates with research and evaluation partners;
- reviews reports and data related to program implementation;

- produces reports and analysis of services, outcomes, and programs; and
- provides technical assistance for contractors and community partners.

Primary areas of technical assistance include: implementation of evidence-based programming; data collection and usage; recruitment and retention of clients; staff supervision; and community collaborations.

For FY18, the activities and priorities for the Youth and Families Team are listed in the table below.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
YF1	Manage and support Fatherhood Summit in coordination with UT/CFRP	Successful execution of Fatherhood Summit	Successful execution of Fatherhood Summit
YF2	Manage and support program evaluation for military families program	Evaluation reports	Receiving the appropriate completed evaluation report; determine and execute plan for sharing information with appropriate stakeholders
YF3	Manage and support program evaluation for youth-focused programs (CYD[1] and STAR[2]), Texas A&M University, Department of Recreation Park and Tourism Sciences	Final report	Receiving the appropriate completed report
YF4	Technical assistance to CYD YAC	YAC will be trained on how to plan, implement, and execute effective evaluations; results shared with PEI and the local community	Documented needs assessments and clear strategies for improvement based on assessments
YF5	STAR/CYD peer collaboration	Sharing of resources/practice between two PEI-funded programs	Contractor feedback
YF6	CYD webinars on improving program quality	CYD webinars on adultism, improving youth voice, CYD program quality, etc.	Post webinar surveys
YF7	SUMA evaluations	Final report	Receiving the appropriate completed report
YF8	Coordinate HIP with CPS and SWI	HIP PS will receive appropriate birth and youth matches processed by CPS staff from the DSHS Sharepoint.	CPS staff completing their assigned tasks for Project HIP
YF9	Expand HIP program	HIP pilot RFP/procurement; New provider recruitment for unserved counties	HIP pilot rollout in Region 11 and service coverage in other high-need areas of the state
YF10	Continue participation in the Juvenile Delinquency Prevention and Dropout Prevention Workgroup	Complete new work in FY18	YF staff participates in meetings as scheduled and contributes to reporting efforts as assigned

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
YF11	Rider 17 Report	Timely preparation and submission of the report	Report submitted to appropriate parties prior to due date
YF12	Participate in HHSC Veterans Cross-Agency Meeting	Via participation in cross-agency meetings, PEI will identify opportunities for collaboratively addressing the needs of PEI Military Families and Veterans Prevention Program	YF staff participates in meetings as scheduled
YF13	Support the Strengthening Youth and Families (SYF) conference	Via participation in conference planning, PS will participate in cross-agency collaboration to plan the upcoming SYF conference.	YF staff participates in meetings as scheduled
YF14	Participate in the DSHS Adolescent Health Group	Conference calls attended and information requests are shared between group members as needed.	YF staff participates in meetings as scheduled
YF15	Develop Youth and Families TA support plans informed by programmatic monitoring	Complete monitoring templates, revise as needed	Improvements in the timeliness and accuracy of technical assistance given to providers, resulting in better customer service between PEI and providers and, overall, better client outcomes
YF16	Establish policy for establishing peer-to-peer learning opportunities for Youth and Families contractors	Policy clarification developed for peer-to-peer learning	YF Providers will provide peer-to-peer guidance with other PEI YF providers in their local community
YF17	Schedule and conduct STAR Spring statewide provider meeting	STAR PS staff will lead the planning and coordination of a provider meeting to support STAR providers	Providers will receive technical assistance on the implementation of the ongoing contracts
YF18	Schedule and conduct CYD Statewide Provider meeting	CYD PS staff will lead the planning and coordination of a provider meeting to support CYD providers	Providers will receive technical assistance on the ongoing contracts
YF19	Schedule and conduct new provider orientations when appropriate	YF PS staff will conduct provider orientations as needed	Providers will receive pertinent information prior to starting their PEI contract
YF20	Explore training for professionals working with military families	PS will work with CSS training specialist to identify appropriate trainings	Military providers will have access to Cornerstone Training Portal
YF21	Explore training for PEI providers and subcontractors working with Youth and Families	PS will work with CSS training specialist to identify appropriate trainings and online certification courses	PEI providers and subcontractors will have access to Cornerstone Training Portal
YF22	Revise Youth and Family subject matter/topics on PEI's Help and Hope website	PS will work with CSS training specialist to identify revisions that are required for the Help and Hope website.	PEI providers, Early Childhood Professionals, and parents will have access to the information provided on PEI's Help and Hope website.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
YF23	STAR RFA	STAR contracts will roll out 12/1/17. In FY19, STAR providers will start to use more EBP	All 28 contracts will be executed prior to 11/30/17
YF24	Prepare and submit CBCAP Report	Timely preparation and submission of the CBCAP report	Report submitted to ACF prior to due date
YF25	Prepare and submit CBCAP Application	Timely preparation and submission of the CBCAP application	Report submitted to ACF prior to due date
YF26	Recruit and retain high-quality PEI staff	Hired Youth and Families PS VI; Hired 2 YF PS V in FY17 and 2 YF PS V in FY18. Still working to hire 1 YF PS for HIP/CBFS.	Full staffing for YF team. New HIP/CBFS PS V. Ensure that the workload and new hire training is sufficient for YF staff to stay engaged and be successful hires.
YF27	Review to ensure job descriptions are still accurate by 1/30/2018. All job descriptions are saved on the Share Drive. YF staff performance evaluations up to date.	Job descriptions; Annual work plans up to date; Performance evaluations	All job descriptions for YF team will be accurate and performance evaluations will be completed.
YF28	Develop onboarding process for all PEI staff and specialized onboarding within teams	Y&F Program Specialist Orientation Guide and PEI Employee Handbook will be updated as changes occur	New employees will introduced to PEI and their new role efficiently.
YF29	Collaboration with Housing Authority City of Austin (HACA)	Via participation in a PEI/community collaborator meetings, PEI will identify opportunities to address community housing and concrete service needs along with strengthening a partnership with HACA.	YF staff participates in meetings as scheduled and contributes to reporting efforts as assigned
YF30	Identify funding strategy for TFTS funds	Devise an appropriate plan for integrating TFTS funds into the STAR for FY19	Proposal generated offering current STAR providers a variety of option to serve clients with the TFTS funds
YF31	Interagency Fatherhood Meetings	Via participation in cross-agency meetings, PEI will identify opportunities for collaboratively addressing the needs of PEI Fatherhood Program.	YF staff participates in meetings as scheduled and contributes to reporting efforts as assigned
YF32	Collaboration with Youth Runaway Hotline	Via participation in cross-agency meetings, PEI will identify opportunities for collaboratively addressing the needs/PEI partnership with the Youth Runaway Hotline.	YF staff participates in meetings as scheduled and contributes to reporting efforts as assigned.
YF33	Transition Planning for CBFS program	Provide technical assistance to providers as they ramp down client services and close out contracts. Summarize and communicate program accomplishments and lessons learned.	CBFS providers receive technical assistance as they ramp down client services and close out their contracts. Documented accomplishments and lessons.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
YF34	Transition planning for HEAL program	Provide technical assistance to providers as they ramp down client services and close out contracts. Summarize and communicate program accomplishments and lessons learned.	HEAL providers receive technical assistance as they ramp down client services and close out their contracts. Documented accomplishments and lessons.
YF35	Transition planning for TFTS programs	Technical assistance to providers as they ramp down client services and close out their contracts. Summarizing and communicating program accomplishments and lessons learned	TFTS providers receive technical assistance as they ramp down client services and close out their contracts. Documented accomplishments and lessons.
YF36	Refresh programmatic monitoring tools	Review and revise programmatic monitoring tools to ensure a tool is available that will allow PEI to effectively monitor programmatic elements	Developed tool for monitoring during FY18
YF37	Conduct programmatic technical assistance site visits	Ensure providers have on-site assistance from PEI program specialist and contract managers	Providers perform programmatic and contractual duties efficiently after PEI staff site visits.
YF38	Evaluate use of evidence-based, evidence-informed and promising practices with STAR providers	PS staff will develop process for identifying, cataloging, and promoting EBP with contractors to meet community needs. Staff will review current curriculums offered by STAR providers and catalog the program's EBP ratings.	Increased use of EBP within the STAR Program
YF39	Promote the use of evidence-based, evidence-informed and promising practices based on communities' specific needs and desired outcomes.	PS staff will develop process for identifying, cataloging and promoting EBP with contractors to meet community needs. Staff will attend trainings regarding EBP as available.	Increased use of EBP across programs

Community and Systems Support Team

The mission of PEI's Community and Systems Support (CSS) team is to weave together people, resources and environments to create value within PEI and to empower thriving communities and families.

CSS supports PEI's mission in the following five areas:

Training

CSS identifies and creates training opportunities for PEI staff, providers and community members. Trainings are offered in a variety of ways, including conferences, workshops, webinars and self-paced online courses. The CSS team uses data and feedback to understand the needs of children, families and providers;

stays abreast of best practices; develops relationships with experts; and oversees contracts with technical assistance providers.

Communications and Public Awareness

Working with DFPS Communications as well as other stakeholders and vendors, CSS produces newsletters, web and social media content, annual reports, and a variety of printed material to support PEI's programmatic and public health goals. Ongoing efforts include PEI Tidbits, Help and Hope and Room to Breathe campaigns, a water safety collaboration with Colin's Hope, parenting tips calendar and Child Abuse Prevention Month. In addition, the CSS team also coordinates miscellaneous exhibitor opportunities and currently is managing a series of events co-sponsored by Texas PBS.

Community Impact

PEI encourages contractors to think beyond direct service provision and consider local strategies that will improve systems and environments in which children and families live. Many contractors participate in cross-sector coalitions to achieve this aim. CSS uses data and feedback collected from community stakeholders and coalitions to connect participating communities with the training and resources necessary to identify and act on their own priorities and solutions.

Interagency Systems Coordination

CSS cultivates interagency partnerships and works to understand shared goals and performance metrics. In addition, these partners work with PEI to identify areas of alignment and potentially mutually reinforcing policies when and where clients and/or communities are touched by multiple agencies.

Fiscal Oversight

The Fiscal Oversight unit is responsible for monitoring PEI's budget and reconciling contractor and program expenditures against their respective budgets. The unit also maintains a financial dashboard that is used to project expenditures and potential lapses. The unit also assists DFPS with federal financial reports and PEI program payment information.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
CSS1	PEI Resource Library	Continue to develop a resource library for PEI staff to share with community partners. Topics include program sustainability, collective impact, community engagement, communications, use of data, building community capacity, etc.	Resource library rolled out internally for PEI staff; PEI staff shares with communities.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
CSS2	Provide Community Snapshot Profiles	Share data that will allow communities to have a snapshot of demographics, child/family well-being indicators to aid with community initiatives and programmatic decisions.	Two-page community profiles complete for at least 30 communities
CSS3	Facilitate State Level Interagency Collaboration	Develop and facilitate ongoing communication, shared agenda and interagency scorecard; Coordinate monthly interagency meetings to complete the Turn the Curve Thinking activities for RBA scorecard for both population and performance accountability levels.	Completion of state-level interagency RBA scorecard
CSS4	2017 PIP Conference	PEI organized and hosted the 2017 PIP Conference in October 2017.	High levels of attendance, participation and positive feedback
CSS6	Offer third-party technical assistance	TA procurement pool and internal process to access TA vendors established. Rollout plan for communities to use resource library.	TA procurement pool contracts executed; TA procurement pool rolled internally for PEI team use; TA procurement pool rolled out to communities
CSS7	Capacity building training/assistance to PEI-supported community coalitions.	Exploring alternatives to Community Impact Meeting that will provide training and networking opportunities to support sustainability of collective impact initiatives.	Alternative CIM chosen and implemented
CSS8	Provide opportunities for community programs to access learning and support around implementation science and best practices.	Develop and facilitate training based upon FY17 training survey results, monthly/quarterly provider reports and industry trends.	Training resources made available to providers; Positive feedback regarding resources received from providers
CSS9	Provide learning opportunities for home visitors and early childhood professionals around best practices and industry trends	Six regional Home Visiting Mini Conferences, February - March 2018	Complete a minimum of six regional trainings; Positive feedback regarding resources received from providers
CSS10	Provide learning and professional development opportunities for PEI providers	Three Working for Kids Regional Trainings January-May 2018	Complete a minimum of three regional trainings; Participants successfully complete a comprehension evaluation; Positive feedback from participants' evaluations from the three regional trainings; Evaluation feedback from 21 WFK trainers that will be providing training throughout the state during FY18

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
CSS11	Provide dedicated online resources	Development and launch of PEI Learning Hub (Cornerstone); Cornerstone portal will incorporate single-sign-on functionality for access to multiple resources.	Completing build out of Learning hub; Rolling out to community
CSS12	Provide virtual training opportunities	The Ounce: Achieve OnDemand self-paced courses (300 credits); Unlimited Achieve OnDemand 2017 webinars (2017 Calendar Year); 3 virtual seminars (2017 calendar year through July 30, 2018). Topics include: Basics of Home Visiting, Domestic Violence, and Substance Use	Promote participation and utilization of The Ounce Achieve on Demand; Cornerstone: Currently in an eight-week buildout.
CSS14	Financial Dashboard	Maintain and update financial dashboard to forecast expenditures and potential lapse: (1) Host monthly program budget meetings; (2) Provide financial dashboard for quarterly program briefing	Provide dashboard to staff quarterly. Schedule and host monthly meetings; share feedback, updates or identified issues with finance and PEI leadership
CSS15	Provider Budget and Expenditure tracking (Form 2030)	Update existing 2030s to meet any FY19 needs by creating FY19 versions for STAR and SYSN (fee for service) and HOPES (multiple workflow) and PEI (single workflow) for use with PEIRS	Provide completed template to staff in advance of FY19 contract routing
CSS16	PEI Tidbits	Send biweekly newsletter to internal and external stakeholders	26 issues sent annually
CSS20	Help and Hope	Website refresh; Gathering updated content for website.	All site content refreshed
CSS21	Safe Sleep (Room to Breathe)	Tip cards (English/Website); Website refresh; Waiting on translation for Spanish; Waiting on printing of tips; upon completion of printing website will be update by December 2017	Tip cards redesigned and ready to distribute
CSS22	Water Safety	Enhance Colin's Hope partnership | Develop an Internal Strategy; Collaborate with Colin's Hope on National Water Safety Month, incorporating a hour session into Regional Home Visiting Mini Conferences and distribute remaining tips cards to providers	Incorporate feedback from Water Safety from providers sent out 11/6/17
CSS23	Develop plan to brand/image PEI programs and revisit logos	Develop plan for new logo rollout	A unified brand strategy
CSS24	PEI Internal Communication Plan	Finalize communications plan; confirm audience; present to leadership	Complete Communication Plan

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
CSS25	New Co-parenting Videos	If funds permit, create new parenting tips videos that focus on co-parenting to be used across PEI/DFPS media platforms	
CSS26	PEI Impact Videos	Create three 1-3 minute videos with PEI provider and family testimonials of programmatic successes etc.	Debut videos at PIP
CSS27	Child Abuse Prevention Month	Coordinate DFPS Pinwheel garden event; Order lapel pins; Compile and share PEI grantee community activities surrounding Child Abuse Prevention Month; PEI will partner with CPS to coordinate DFPS 2018 pinwheel garden event. Pinwheel lapel pins will be distributed to key champions and policy makers to wear in support of Child Abuse Prevention Month. PEI providers Child Abuse Prevention Month activities will be featured on the PEI website and PEI Tidbits newsletter.	Successful execution of DFPS Pinwheel garden event; Promotion of child abuse prevention events statewide
CSS28	2018 PEI Parenting Tips Prevention Calendar	Send e-blast inviting external stakeholders to order 2018 calendars	Distribution of 2018 calendar
CSS29	2019 PEI Parenting Tips Prevention Calendar	Creation of 2019 calendar content and graphic design	Calendars available to order by September 1 of the year preceding the calendar start date. (i.e., ordering must be available by September 1, 2018 for the 2019 calendar.)
CSS30	PBS Community Engagement Campaign (Help and Hope)	Corpus Christi stakeholder event; San Marcos family and stakeholder events	Successful completion of Corpus Christi event January; (2) events in San Marcos by April
CSS31	Exhibit at conferences and other public education opportunities	Maintain current list of various opportunities that PEI can share information or partner with local organizations around prevention.	Track number of events PEI where PEI exhibits and presents in FY18
CSS34	Professional Development Guidelines for PEI staff	Develop a plan for internal rollout. Start phase 2 in FY18	All PEI staff are aware of the professional development guide
CSS37	Financial Dashboard	Reconcile Daily Budget Reports, provide dashboard to DFPS Budget office; Maintain and update financial dashboard to create expenditure forecasts and lapse; Host Monthly Program Budget meetings; Provide financial dashboard for Quarterly Program briefing	Dashboard available to Budget Office in each weekly meeting and to PEI Programs at monthly meetings and Quarterly Briefing.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
CSS38	Federal Reporting	Provide financial data to Budget Office and review reports so Budget can submit timely and accurate FFATA and Federal Financial Reports	Assist DFPS Financial Division with data and review of the reports. Help to ensure reports are submitted to HRSA timely.
CSS39	Provider Budget and Expenditure Tracking (Form 2030)	Update 2030s to meet FY19 needs by creating FY19 versions for STAR and SYSN (fee for service) and HOPES (multiple workflow) and PEI (single workflow) for use with PEIRS	Obtain feedback from PEI and Contractors and adjust 2030 to meet programmatic needs. Make new FY 2019 2030 available to PEI prior to start of new FY.
CSS40	Project Charter for Provider Billing	Review and assess PEI billing policies and procedures. Project charter to be approved by 1/1/2018.	Complete and implement a billing process that identifies efficient and effective payment procedures.

Contract Management and Oversight Team

PEI's Contract Management and Oversight team is responsible for planning, developing, awarding and managing all contracts for the division. The 21-member team of contract managers, contract technicians and contract monitoring personnel, manages and monitors more than 165 contracts.

Primary responsibilities include developing solicitation documents, writing contracts and amendments, awarding contracts, reviewing contract budgets, ensuring contract fulfillment and processing invoices.

The entire team is responsible for identifying potential weaknesses in contracts or internal controls and developing of risk-mitigation strategies. The monitoring unit is specifically charged with developing monitoring tools and techniques, conducts on-site monitoring and desk reviews, and issues monitoring reports on selected contracts.

The Contract Management and Oversight team endeavors to manage contracts with the highest level of consistency, accountability and cost-effectiveness to ensure that program requirements are met.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
C1	Update PEI contract policies and develop desk aids where needed	Update PEI Internal policy manual to align with CAPPS and SCOR applications; Review and update PEI Internal policies to reflect standard process across contracting areas; Develop desk aids for the life cycle for training contract staff; Set timeframes associated with CM tasks.	Completed policy manual and desk aid

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
C2	Work with internal and external stakeholders to transition DFPS to a stand-alone agency from a contracting perspective	Meet with COS, Associate Commissioner, HHSC PCS, and other stakeholders to develop new processes, templates and policies	Fully developed policies and procedures
C3	Work to ensure DFPS (PEI) complies with FFATA requirements	Work with federal funds department to develop procedures to report FFATA; Ensure contract language is compliant with UGG requirements regarding FFATA: Collect FFATA information from grantees when executing contracts/amendments	Successful FFATA reporting; KPMG concurrence that DFPS process meets requirements
C4	Ensure Contracts is involved with DFPS grants workgroup	Advocate for workgroup to meet regularly and to provide oversight for the entire grant cycle. Work with leadership to ensure a seat at the table	DFPS grants workgroup established and meeting regularly
C5	Develop the providers guide for contracting with PEI	Five-10 page handbook explaining the steps contractors need to take to obtain a contract with PEI	Contract guide complete and rolled out to providers
C6	Establish and manage PEI contracting mailbox	Establish central mailbox for contracting; determine who will have access to mailbox; determine what communications should be directed to mailbox; develop process and timeframes for moving communications out of mailbox	Mailbox established and communication plan in place
C7	Continue to streamline contracting processes	Remove items from SOW that warrant an amendment if changed; Draft decision memo regarding how subcontracts will be handled; develop and implement processes for ensuring primary contractors are subcontracting with providers that add value to their proposal and are monitoring subcontractors	A lower number of amendments required annually
C8	Support the procurement needs of PEI	Enter requisition in CAPPS; work with purchaser and legal to develop procurement method and resulting contracts; Quarterly check in meetings with PCS	Services are purchased in a timely manner
C9	Procure HIP	Develop Request for Proposals	Executed contracts
C10	Procure Teen Summit provider	Work with TAMU to negotiate T&Cs and execute contract	Executed contract; Executed Teen Summit

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
C11	Develop process to implement work orders for technical assistance and training using the TA pool of vendors	Execute blanket contracts; Develop a work order process	Providers receive technical support and training
C12	Transition TFTS and HEAL and CBFS programs to other programs	Work on transition plan; Develop process to grant monies to other PEI providers	Funds allocated and contracts amended
C13	Develop five-year procurement plan for PEI	Create a plan for procurement for PEI to project activities for the next five years	Completed plan
C14	Manage approximately 165 contracts	Follow Contract Management Guide and ensure compliance	All contracts data and files maintained
C15	Manage Contracts in the System of Contract Operation and Reporting (SCOR)	Complete HCATS to SCOR data validation by 12/22; ensure SCOR data is accurate; ensure required documentation is uploaded into SCOR	Submit completed data validation spreadsheet
C16	Develop and maintain a contracts dashboard	Develop dashboard; ensure contract managers maintain data; evaluate effectiveness and efficiency	Effective dashboard
C17	Implement a contract document storage policy	Implement naming conventions for all types of contract documents; Deliver a policy for naming and storing electronic copies of contract documents in accordance with records management policies and procedures.	Implement naming conventions
C18	Ensure funding maximization	Review budget trends quarterly; Notify providers regarding budget trends quarterly; Complete mid-year budget adjustments (de-obligate funds) for contractors not on track to spend allocated budget	Reduction of lapsed funds
C19	Review and document contract management expectations and activities for contracting staff	Develop tools to be used in ongoing management of providers; Develop processes associated with tool use; Develop and implement conditions that require follow-up and corrective action	Tools and processes developed and implemented
C20	Develop streamlined invoice submission process including timeframes for bill processing	Streamline payments directly to AP; Work on issues with payments as a result of CAPPS/IMPACT transition; Update PEIRS to allow for electronic provider certification of invoices	Providers are paid timely.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
C21	Conduct Contract Monitoring as directed by the State Monitoring Plan (SMP)	Activities: Fiscal monitoring team will: Conduct monitoring directed by SMP as well as any concern-driven ad hoc monitoring; Coordinate with program to ensure inclusion of programmatic monitoring; Continue improving monitoring processes. Deliverables: a Final Monitoring Report (FMR) on all contracts identified by the SMP.	FMRs on SMP contracts; ad hoc concerns addressed
C22	Annual Risk Assessment Verifications	Activities: Risk assessment verification reviews and approvals. Deliverables: Accurate Risk Assessment Instruments (RAIs) uploaded to SCOR by COS-directed deadline.	RAIs entered on time
C23	Risk Assessment Verifications	Activities: Risk assessment verification reviews and approvals. Deliverables: Accurate Risk Assessment Instruments (RAIs) uploaded to SCOR by COS-directed deadline. Applicable if risk changes or new contract executed throughout the year.	RAI entered 30 days after contract effective date
C24	Implement TeamMate software for documenting monitoring	Incorporate TeamMate auditing software	Monitoring staff trained and utlilizing TeamMate
C25	Single Audit Acceptance/Rejection/Request Letters	Activities: Relaying HHSC OIG information to the contractor regarding Single Audit acceptance, rejection or request for additional information. Deliverables: Letters to contractors regarding single audits.	Single Audit Letters on file
C26	Liaise with external oversight entities (like SAO/KPMG or OIG) that audit PEI contracts	Activity: provide documentation as requested, answer any questions and explain processes. Disseminate audit findings to appropriate staff for corrective actions.	Implementation of applicable recommendations
C27	Liaise with Contract Oversight and Support in their quality assurance reviews	Provide documentation as requested; Answer questions and explain processes; Disseminate audit findings to staff for corrective actions	Implementation of applicable oversight entity recommendations
C28	Liaise with Contract Oversight and Support	Participate in Contracting in Action trainings; Contracting Improvement Workgroup meetings; provide feedback on policy change proposals, disseminate contract policy revisions to staff	Implementation of applicable COS recommendations

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
C29	Review processes for quarterly reports, performance monitoring and other programmatic aspects for Youth and Family contracts, including trend analysis	FY18 efforts include: incorporating PEIRS data into regular monitoring work, providing clear/regular feedback to monthly, quarterly and annual reports, completing and tracking progress towards quality improvement through TA plans to include site visits or ongoing webinars.	Reports and tools updated and on file; Technical assistance plans implemented
C30	Trend Analysis of Financial and Administrative Monitoring	Documenting and analyzing findings, observations and opportunities for improvement from on-site reviews and desk reviews to identify ongoing issues and training opportunities.	Special training
C31	Develop and Implement new monthly/quarterly reporting; conduct joint site visits with program staff as needed	Identification and use of auto-reports FY18	Timely review of reports by staff; staff able to prepare for site visits and internal briefings
C32	Train and transition contract staff on how to use CAPPS for purchasing services and amendments	Ensure staff have appropriate access; train staff on CAPPS procedures; develop QA process to ensure accurate submission of requisition; ensure CAPPS submission is reflected in SCOR	Executed contract or amendment
C33	Commit time and resources to developing the knowledge and skills of Contracting Staff	Identify training needs for staff; set up trainings hosted by PEI and COS; attend external conferences or trainings	Improved contracting knowledge related to contracting lifecycle functions and responsibilities
C34	Takes steps to hire and retain qualified staff invested in the mission of PEI	Hire contract staff that demonstrate a variety of experiences; Develop other retention strategies for workforce; Develop a professional development plan for contracting staff	Improve contracting staff retention
C35	Complete primary responsibility assessment and workflow analysis for contract staff	Review and revise role and responsibility chart to reflect distinctions between contract management and contract technician duties; Delete processes that are duplicative; Determine if some duties can be automated through the use of data reports.	Staff follow updated contracting roles and responsibilities matrix
C36	Develop and participate in provider contract training and orientation	Collaborate with program staff to develop training materials for providers; Present webinar or in-person trainings when necessary; Determine contracting subjects in which providers may need additional training.	Contractors benefit from train and orientations

Research and Safety Team

PEI's Research and Safety team is composed of two units, the Research and Evaluation team and the Office of Child Safety. Both teams are involved in analysis of data, and team members apply strong critical thinking skills, attention to detail, a high-level of training and expertise, and the ability to synthesize in-depth information in an objective manner. Subject-matter expertise varies across the units with Research and Evaluation focused on PEI's programs and Office of Child Safety focused on child fatality and near-fatality cases across the state of Texas. Both teams are led by PEI's Director of Research and Safety.

Research and Evaluation

The Research and Evaluation team is composed of five members, in addition to the director: one IT project manager, one PEIRS database specialist, one performance and evaluation specialist, one continuous quality improvement specialist, and one team lead.

The team is responsible for managing PEI's IT projects, data management, data quality assurance, continuous quality improvement efforts, internal research and evaluation, and oversight of third-party evaluation contracts. Key projects include the Prevention and Early Intervention Reporting System (PEIRS), the Texas Home Visiting data system, facilitation of the Research Roundtable, and federal and state mandated data and outcomes reporting.

The Research and Evaluation team's five major goals for FY18 are:

1) Successful design of the PEIRS expansion project which will join the Texas Home Visiting data collection with PEI legacy programs, scheduled for roll-out in FY19
2) Increased usage of data and research in decision-making across the division
3) Full roll-out of the PEIRS training plan, including trained super-users on each PEI team and as well as external providers
4) Recognition of the PEI Research and Evaluation Team by DFPS and other state agencies as a successful innovator in data visualization and facilitation of stakeholder engagement in data
5) Six internal presentations or facilitated meetings to discuss research findings associated with prevention programs, working with vulnerable populations, and integration of public health approaches to improve outcomes for children, youth, and families

The Research and Evaluation team will measure its success over the coming fiscal year through the following outputs and outcomes:

1) Timely completion and approval of requirements and design documents to support an FY19 launch of the PEIRS expansion project.
2) Timely delivery of research and evaluation reports and other products.
3) Twenty super users trained in PEIRS.

4) Three external presentations and six internal presentations or facilitated meetings to discuss data, completed during the fiscal year.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
RE1	Manage and Support the Safe Babies Project	Manage and support evaluation activities. Engage in quarterly check-ins. Paternal PURPLE: Interim Report Dec. 30, 2018; Final Draft August 2018; Final in October 2018 PURPLE Plus: Final Draft in April 2018, Final in June 2018 Population/All Study Reports: Draft Nov 2018, June 2019, Final Report, Summer 2020	Legislatively mandated report has been completed, Subsequent projects completed and delivered on time, incorporation of lessons learned into work
RE2	Manage & Support Strategic Growth Strategy Evaluation	PEI will work with third-party researchers on a growth strategy research project and support interim and final reports and presentations	Compiled data analysis, including maps and needs assessment overview. Completed report outlining recommendations for growth strategy.
RE3	Present PEI data and research projects at conferences and meetings	Research conference calls for proposals, author proposals, confirm acceptances as received, create presentation materials	Completion of proposals, acceptance at conferences, satisfactory session evaluations
RE4	Develop capacity for text and data mining for internal evaluation use	Work with IT to get RapidMiner with the text-mining extension approved for PEI use, design potential projects and uses for text and data mining	Capacity will be developed to mine data and text for use in evaluation and decision-making
RE5	Data analysis and predictive modeling	Analysis of PEI data, including predictive modeling to help guide strategic decision-making and planning	Data is analyzed in a way that is useful for decision-making.
RE6	Create visualizations and events that engage PEI staff and external partners in data and evaluation results to increase knowledge about PEI programs and their clients, services, outputs, and outcomes	PEI will regularly create visualizations and events to increase knowledge and utilization of PEI data, research, and evaluations.	PEI staff more knowledgeable about inputs, outputs, outcomes, efficiencies and third-party evaluation results and prepared to use that knowledge in decision-making.
RE7	Train staff on DRIT process	Design of new DRIT form and training on use for internal staff and research partners	Successful roll-out of DRIT form and trainings, reduced DRIT revisions, increased use of the interactive Data Book

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
RE8	Train PEI staff on data availability in PEIRS, Cognos, DFPS Data Book, and outside sources	PEI will develop a training plan and materials to train PEI staff in available data from DFPS and external sources and the pros and cons of measures from each source.	PEI staff more knowledgeable about data sources and availability, thoughtful decisions are made about best data points to use
RE9	Manage & Support the HOPES evaluation	PEI will manage & support third-party researchers in their evaluation of HOPES I HOPES I FY18 Final Report, Fall 2018 HOPES I Final Evaluation Report, Fall 2019	Completion, Distribution, Use for CQI and decision making
RE10	Manage and Support the Program Evaluation for Youth Focused Programs (CYD[1] and STAR[2]), Texas A&M University, Department of Recreation Park and Tourism Sciences	PEI will support A&M in the planning and execution of the CYD evaluation and the drafting of the STAR ION final report. STAR Referral Sources Report, December 2017 CYD Evaluation Preliminary Report, Summer 2018 CYD Evaluation Final Report, Summer 2019	STAR ION report completed, CYD IRB approval received, CYD evaluation started and in progress early 2018
RE11	Manage and Support the Home Visiting Evaluation by UT-Child Family Research Partnership	PEI will support CFRP with the finalization of SLCE and DHVVE Part 1 PEI will support CFRP with the development of the evaluation plan for DHVVE Part 2 PEI will support CFRP in conducting DHVVE Part 2 Systems-Level Change Evaluation, Final Report, December 2017 Describing Home Visiting Value Evaluation, Final Report December 2018 Describing Home Visiting Value Evaluation – PART 2, Final Report December 2019	Incorporation of lessons learned from SLCE into coalition work, completion of DHVVE 2 evaluation plan, completion of DHVVE Part 1 draft results
RE12	Manage and support youth programs - recruitment and branding focus groups	PEI will manage the delivery of final reports and presentations Focus Group Report, Fall 2017 (SUMA providing briefings on this work currently)	Delivery of final report and presentations in a timely manner
RE13	Publish Outcomes Product for FY17	PEI will complete an outcomes report for PEI programs along with associated one-pagers and infographics	Completion, Distribution, Use for CQI and decision-making

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
RE14	Pilot and Assess Retrospective Variation of the PFS	PEI is working with STAR and HOPES providers to pilot the use of a retrospective pre-service protective factors survey. Deliverables include the retrospective protective factors survey instructions and cover sheet, and an evaluation of the data collected through the Retrospective PFS administration.	Roll-out of the Retrospective pre-PFS to pilot sites in a timely manner, Sufficient usage of the retrospective Pre-PFS to evaluate results, completion of an evaluation report
RE15	Manage & Support Fatherhood Summit and Interagency Group	PEI will support CFRP in the planning and organization of the Fatherhood Summit and Interagency Group Fatherhood Summit, June 2018	Interagency group is formed and meeting regularly with clear outcomes and actionable plans.
RE16	Through the PEI Leadership dashboard, review data on a regular basis to support effective program implementation and contract compliance	Data dashboard updates and report design in PEIRS	Delivery of dashboard to program staff at least three business days prior to quarterly briefings, successful design of dashboard report in PEIRS
RE17	Ad hoc reporting of THVP disaggregated data	Provide communities with disaggregated benchmark data based on requests until functionality is built into the THVP database.	Timely responses to requests for disaggregated data on MIECHV benchmarks, demographics, outputs and outcomes
RE18	HRSA Five-Year Revision of Risk/Needs Assessment	Review updated guidance, research data points, analyze data, complete assessment	Completion of the Needs Assessment in line with HRSA guidance
RE19	Use maps to visualize target populations, desired outcomes and investments levels for each PEI program.	Design and create maps for internal and external reports, events, and data visualizations using PEI and DFPS data	Design and creation of needs, risk, and service maps; incorporation of maps into decision-making and CQI
RE20	Address geographic-, race- and ethnicity-based inequities in resource allocation and service delivery.	Creation of client demographic report in PEIRS, analysis of demographic data from FY14 to FY17, report or visualizations of disparities and disproportionalities in PEI programs	Creation of Cognos report and data analysis in a timely manner, use of information by PEI staff in contracting and decision-making
RE21	Improve PEI's process for evaluating and choosing evidence-based and evidence-informed programs	Facilitate discussions with research roundtable and other stakeholders, research tools and best practices for choosing and reviewing proposed evidence based programs, distribute a guide for exploring and implementing evidence-based and evidence informed programs	Creation of a guide for evidence-based and informed programs, improved PEI and provider knowledge about evidence-based and evidence-informed programs
RE22	HHSC Portal management and triage	Serve as a liaison between HHSC Enterprise portal and PEI and providers to ensure that users experience a smooth process when they request access to PEIRS	PEI assists staff and providers with gaining access to PEIRS through the portal, PEI's needs are communicated to HHSC IT on a regular basis.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
RE23	NFP IT System Transition	Work with communities and NFPNSO to ensure that the NFP IT System does not disrupt the transfer of data to THVP and PEI	Regular participation of PEI and PEI sites in design and user groups for new data collection system, PEI needs accounted for in new NFP data collection system
RE24	VisitTracker Raw Data process management	Work with VisitTracker to develop new process for data transfer from VisitTracker and monthly retrieval of data for incorporation into THVP	Process developed to deal with new VisitTracker raw data process, raw data delivered to PEI monthly
RE25	Represent PEI on IT and data workgroups across DFPS and HHSC, and with program models	Represent PEI on IT and data workgroups across DFPS and HHSC, and with program models	Representation on relevant workgroups
RE26	Coordinate IT projects and lead monthly IT governance meetings	Host monthly IT governance meetings, coordinate between PEI staff and IT to determine feasibility and priority of IT projects, manage change and enhancement requests	Monthly meetings take place, staff more informed of IT project status, IT decisions made by leadership in a timely manner
RE27	Develop IT change-request process, including development of request form and train PEI staff on use	Create IT change-request form; Create and host trainings on using the form	Timely completion and rollout of the change form, usage of the form by PEI staff
RE28	Support roll-out of PEIRS phase 2 automated billing	PEIRS phase 2 automated billing launch on October 4, 2017. Finalization of PEIRS automated financials manual and trainings. Provision of TA to providers through FAQ calls and targeted outreach	Timely Launch of Phase 2, successful use of Automated Financial Processing by PEI staff and providers
RE29	Support roll-out of PEIRS phase 1.5 administrative functionality	Launch of administrative functionality, creation of PEIRS administrative functionality trainings and manual, transition enhancement and development process from external developers to internal staff	Timely Launch of Phase 1.5, efficient use of administrative functionality to build enhancements and adjustments to PEIRS
RE30	Roll out PEIRS expansion project	Work with developers to design PEIRS expansion requirements and system designs; creating training and testing plans for PEI staff; create PEIRS trainings; prepare providers	Successful completion of requirements, design, and training deliverables; Providers and PEI staff feel informed and prepared for changes and enhancements
RE31	Execute PEIRS Training Plan with PEI Staff and Contractors	Develop PEIRS training plan, train internal and external super-users	Sufficient number of super-users trained

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
RE32	Design and roll out Cognos outcomes and deeper-dive reports	Creation of outcome, financial, and other reports in Cognos that are scheduled and available on an ad hoc basis	Creation of outcome reports, increased knowledge and understanding of reports by PEI staff and providers, develop process for requesting and distributing reports in ways that are meaningful to stakeholders
RE33	Continued quality checking and approval of THV application data	Annual review of THVP data with UTHSA based on DGIS submission and comments, monthly review of imported data from models	Accurate data available to users in the THV application
RE34	Facilitation of monthly THVP data updates on HHSC servers	Work with UTHSA and HHSC IT to make sure monthly data imports are correctly and efficiently migrated into Production.	Regular updates to data are completed and available in production
RE35	Family Connects Database solution	Work with DFPS IT and pilot sites to determine strategy for hosting and determining access to Family Connects database	Family Connects database is launched in a timely manner and accessible to PEI staff and Family Connects sites
RE36	Develop plan to distribute Cognos outcomes report and use them for CQI	Training of PEI staff on using the reports for monitoring, technical assistance, and strategic decision-making; develop distribution schedule and process for providers	Creation and roll-out of staff trainings on outcome reports, development and roll-out of a distribution plan for outcomes reports
RE37	Migrate TNFP application and determine sustainability strategy	Migration of TNFP to UTHSA servers, development of sustainability strategy for the application	Successful migration, sustainability of the application for as long as it's useful to NFP programs
RE38	Coordinate HIP with DSHS, CPS, and SWI	Updated MOU and intra-agency agreements to facilitate data matching	Data matching established, increased outreach to clients, increased enrollment and better match between services and clients
RE39	Convene and manage the Research Roundtable	Convene and manage the Research Roundtable	Four roundtables occur each fiscal year, increased leverage of expert knowledge and evidence in PEI decision-making
RE40	Facilitate data sharing MOUs and data matching agreements between PEI, providers, and external organizations as needed	Serve as a subject matter expert and facilitator to ensure that PEI and providers have proper agreements in place to share and match data	MOUs are enacted, in process, and or updated in all cases where data sharing or matching is required
RE41	Support PEI staff in survey design and implementation	PEI will work with staff to determine survey needs and consult on design and implementation.	Surveys will collect data in ways appropriate to the research question, survey response rates will increase
RE42	Community and provider engagement in CQI	Work with providers, communities, and other stakeholders on CQI efforts	Webinars hosted with providers

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
RE43	Management of the PEI Data inbox	PEI will monitor, route, and respond as appropriate to staff, provider, and other inquiries sent to the PEI Data inbox	Emails sent to PEI Data responded to and routed in an adequate and timely manner.
RE44	State CQI Committee	Organize and convene the state CQI committee for quarterly meetings or more frequently as needed	At least four state CQI meetings hosted each year, in line with HRSA requirements
RE45	HRSA CQI Plan	Development and submission of annual CQI plan to HRSA	Timely submission of the CQI plan in line with HRSA requirements
RE45	Support MRS in the annual collection, cleaning, and reporting of PEI data in the DFPS Data Book	Work with PEI programs and contracts to ensure that data is valid and accurate in advance of annual DFPS Data Book compilation and support MRS with analysis questions	PEI's data in the DFPS Data Book is accurate and valid
RE46	HRSA Annual Report (DGIS)	Report Form 2 Benchmarks and Form 1 Demographics data to HRSA annually	Successful transition of the DGIS to PEI Research and Evaluation from UT CFRP, review of data quality throughout the fiscal year to prepare for reporting, development of code to analyze the data in SPSS as a backup for the THV system if needed
RE47	Write and submit annual TNFP report	Author and submit TNFP annual report	Timely completion of the TNFP report, review of TNFP data on a regular basis
RE48	HRSA Quarterly Report	Submit HRSA's quarterly caseload and staffing reports	Timely submission of the quarterly reports in line with HRSA requirements
RE49	Data mining from THV monthly and quarterly reports	Review providers' monthly and annual reports for completion and inclusion of data needed for the HRSA quarterly reports and save the data in an analyzable format.	Data is compiled accurately and quality checked.
RE50	HFA data transfer	Work with HFA to ensure that required data for the MIECHV benchmarks is transferred to PEI on a monthly basis	Data is received by PEI in a timely fashion, TA is provided on HRSA benchmarks

Office of Child Safety

The Office of Child Safety team is composed of five members, in addition to the director: one team lead for child fatality review, one team lead for near fatality review, and three child fatality case analysts.

The 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. This team assesses root causes of child fatalities and near fatalities to provide guidance on the most effective prevention changes as well as improvements in child welfare practices.

The office produces reports for DFPS leadership and external stakeholders, including reports publically 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. Publicly releasable reports and the annual child fatality report are completed to meet federal and state mandated data and outcomes reporting. The team also participates in child fatality review teams at the local level, conducts trainings and case reviews for internal and external stakeholders, and participates in community-based prevention efforts.

The Office of Child Safety's six major goals for FY18 are:

1) Increase usage of case analysis and data trends to support changes in practice, policy, or prevention efforts
2) Engage other state agencies in data sharing to identify community or statewide strategies to address child fatalities and near fatalities
3) Provide detailed training on near-fatality investigations to DFPS Investigations Division
4) Participate in wide-scale prevention messaging and training around safe sleep practices, water safety, vehicle safety and caregiver selection
5) Work closely with communications teams in PEI and DFPS to ensure seasonal or otherwise time-sensitive safety messages are delivered
6) Support quality dispositions on child fatality and near fatality investigations

The Office of Child Safety team will measure its success over the coming fiscal year through the following outputs and outcomes:

1) Timely completion of case reviews, reports and trend analysis
2) Timely delivery of research and evaluation reports and other products
3) Delivery of 12 internal or external presentations about child safety and injury prevention during the fiscal year
4) Continuation of data matching with Department of State Health Services, other agencies and research partners
5) Provision of in-depth training with DFPS Investigations on near fatalities
6) Partner with DFPS Investigations/Child Safety Specialists to ensure child fatality and near fatality disposition guidelines are utilized by field staff

7) Serve as a member of the State Child Fatality Review team and on local child fatality review teams
8) Provide intensive training through the PEI Safety Summits to DFPS staff
9) Delivery of three external presentations or facilitated meetings to discuss findings associated with child fatality review, near fatality review and public health approaches to prevention efforts

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
OCS1	Provide Internal/External Child Fatality and Near Fatality Case Reviews	Author individual case reviews	Timely completion and publication of releasable individual case reviews
OCS2	Annual Child Fatality and Near Fatality Review	Provide annual data and trend analysis on child maltreatment fatalities and near fatalities	Publication of Annual Report by March 1
OCS3	Publically Releasable Data to Public Website	Provide aggregate data to the DFPS public website regarding child maltreatment fatalities	Updated Quarterly/Monthly reports on the DFPS public website
OCS4	Coordinate HIP with CPS and SWI	Continue coordination between CPS, DFPS and PEI providers to serve vulnerable populations through voluntary home visiting programs	Continued timely referrals and service delivery
OCS5	Ongoing Training	OCS will develop a training plan and materials to train DFPS staff and others on ongoing trends in child maltreatment, specifically near fatalities and fatalities	Staff will be more knowledgeable working with families, providers, and stakeholders to address child safety
OCS6	Continue learning series to address child safety, injury prevention, and trends in child fatalities.	Continue providing peer-to-peer learning (e.g., webinars, provider meetings in-person, peer-to-peer presentations)	Positive feedback from participants, inclusion of materials from learning series in other trainings
OCS7	Present data and research projects at conferences and meetings	Research conference calls for proposals, author proposals, confirm acceptances as received, create presentation materials	Completion of proposals, Acceptance at conferences, satisfactory session evaluations
OCS8	Serve on State Child Fatality Review Teams, Local Child Fatality Review Teams, and Injury Prevention Workgroups	Attendance and participation in state and community activities	Attend monthly and quarterly meetings
OCS9	Follow-up on results of the DFPS and DSHS Strategic Plan to Reduce Child Abuse Neglect Fatalities, specifically campaigns around safe sleep, water safety, vehicle safety, and working to	Continue working with DFPS, other agencies and communities to address child safety	Deliverables identified by workgroups

	address domestic violence as a precursor to physical abuse fatalities		
OCS10	Implement Phase II of the DFPS and DSHS Strategic Plan to Reduce Child Abuse Neglect Fatalities	Provide data to DSHS for matching. (tentatively updated data in February 2018)	Complete data match and data analysis

Operations Support Team

The mission of the Operations Support team is to provide efficient and effective assistance to PEI staff, providers and other internal and external stakeholders. The team's objectives are to respond in a timely, clear and helpful manner to requests for assistance, and it is committed to continuously improving its performance. The driving forces behind the team's achievements are cohesive teamwork and efficient communications.

This five-person team provides administrative support to PEI management and staff. Work includes, but is not limited to:

- Coordinating meetings and other events.
- Scheduling team meetings for managers and directors.
- Coordinating the preparation of documents for PEI meetings and materials for events.
- Making travel arrangements and submitting travel claims on behalf of managers and directors.
- Developing and maintains records management systems.
- Assisting in the research of questions submitted by staff regarding agency processes and procedures.
- Ordering supplies, submitting purchase orders, assisting with human resources work and other office duties.

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
OPS5	Quarterly Program Briefings	Coordinate meetings for PEI Programs and PEI Leadership; Schedule briefings, provide financial data, print briefing documents	Organize and assist with meetings as needed. Help to ensure meetings are successful.
OPS7	Support all PEI staff and programs	Provide administrative, technical and fiscal support for all programs and staff; Submit requisitions, eMACs, travel reimbursements, prepare meeting notes and perform quality-assurance checks on contracts	Provide accurate and timely assistance to all PEI staff as requested

OPS8	Employee Handbook	Update employee handbook at midyear and end of year	Employee Handbook is updated at mid-year and at end-of-year and made available to PEI on share drive.
OPS9	Employee Job Descriptions (and day-to-day expectations)	Update at midyear and end of year: job descriptions, work plans and performance evaluations	Ensure job descriptions are updated at mid-year and at end-of-year and made available to PEI on share drive.
OPS11	Telework Policy	Review telework policy; Implement at Leadership Team meeting	Telework Policy Implemented September 17, 2017
OPS12	Share Drive	Organize share drive folders in a consistent manner for all programs; Establish naming conventions for documents	Share drive is organized and the naming of PEI documents are applied consistently as planned.
OPS13	On-Boarding	Coordinate onboarding and new-employee orientation process for PEI staff; Hiring manager submits PEI onboarding form; eMAC submitted with follow-ups; New employee forms prepared and submitted on first day of employment	Complete all paperwork on first day and provide orientation for new hires
OPS14	Employee Recognition	Award of distinction nominations, award of excellence nominations, team integrity nominations, Strengths Box.	Employees receive recognition at monthly and quarterly PEI Meetings.

Leadership and Cross-Team Initiatives

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
L1	Provider input	Assess and integrate provider feedback into FY19 business plan	Improved operations as seen by providers and agency
L2	Partners In Prevention Conference	Guide development and provide QC for communication deliverables, secure keynote speakers, oversee awards process	Successful event
L3	85th Legislative Session	Guide and track implementation plans	Legislative requirements met
L4	Interim charges	Support PEI's response as needed	Legislative requirements met
L5	86th Legislative Session	Support LAR development	PEI's budgetary request is thoughtful and delivered on time
L6	Legislative Inquiries	Coordinate responses to legislative inquiries	Provide timely and accurate responses
L7	PEI Strategic Plan	Produce FY18 progress report	Progress and priorities are clearly communicated
L8	Prevention Task Force	Guide and support task force chair and members	Effective group process, high-quality deliverables, deadlines met
L9	Texas Prevention Network	Produce timely and topical e-blasts and maintain distribution list	E-blasts are timely, topical and error free; distribution list is current and growing
L10	FY18 Business Plan	Guide production of annual business plan for division; edit final document	Business plan is a useful tool
L11	FY19 Business Plan	Guide production of annual business plan for division; edit final document	Business plan is a useful tool
L12	Title IV-B report	Contribute PEI-specific content to DFPS report	Accurate information reported
L13	Executive Communications	Produce timely and accurate communications as needed	Messages are delivered clearly and effectively
L14	DFPS Strategic Plan	Contribute PEI-specific content to DFPS plan	PEI is accurately represented in DFPS strategic plan
L15	DFPS External Newsletter	Produce PEI-related content based on master editorial calendar	PEI is represented accurately, positively and more frequently in the media

Initiative #	Action Topic	Activity/Deliverables	Measures of Success
L16	Media Relations	Coordinate responses to media inquiries and opportunities	PEI is represented accurately, positively and more frequently in the media
L17	Organizational Culture	Adopt vision, mission and values statements; recognize and reward positive behaviors and extraordinary contributions through Strengths Box and awards; Alternate hosting responsibilities for staff meetings and team activities	Staff is unified by shared vision, mission and values; Staff reports feeling valued
L18	Staffing	Recruit and retain high-qualified staff	Low vacancy rate and high-performing staff
L19	Participate on DFPS Grants Workgroup	Attend meetings; Share grants PEI applies for or submits letters of support for to the Grants Workgroup	Attend meetings as scheduled. Provide feedback to Workgroup and brief Leadership regarding issues pertinent to PEI.
L20	Customer Service Surveys	Create a series of surveys and to solicit feedback on PEI staff performance. Areas of focus will include communications, processes and policies and customer service.	Conduct at least 1 formal online survey and include feedback into Spring Listening Tours and other face-to-face interactions. Compile summary of finding to share with staff by 8/30/18
L21	STAR Quality Improvement Charter and Initiatives	Create a Project Charter and implementation plan for five key areas of focus: • Defining STAR • Outreach/branding • Data • Contract clean up • Quick Improvement Wins	Executed project charter and detailed timelines and milestones identified.
L22	PEI Staff Development Plan	Create process and policies that highlight professional development opportunities. Emphasize professional development as part of annual performance evaluation, budget and business planning.	Formal guidance and policies shared with staff. Professional development plan identified for each staff member.
L23	Quantifying Workload	Create process for developing workload formulas for staff across PEI to ensure appropriate coverage and consideration in growth planning.	Best practices identified through research and outreach. Process and formula recommendations captured in a policy memo.

Appendix A: Organizational Charts

PEI employs 66 full-time equivalent staff, nearly all of whom are located in the state office. PEI has no regional staff; however, a small number of Office of Child Safety employees are based out of regional offices or work remotely.

Organizational charts for PEI's leadership team and six functional teams are available on the following pages. Contract Management and Oversight accounts for the largest share of staff (21) followed by programs specialists on the Early Childhood team and Youth and Family team (17 combined), Research and Safety (11) and Community and Systems Support (9).

FTE Allocation by Position	FTEs
Director III	1
Director II	1
Director I	2
Manager IV	3
Program Supervisor VII	1
Program Specialist VII	1
Program Specialist VI	11
Financial Analyst II	1
Program Specialist V	20
Project Manager I	1
Training Specialist V	1
Information Specialist IV	1
Program Specialist IV	1
Program Specialist III	13
Contract Technician III	3
Administrative Assistant IV	2
Administrative Assistant III	3
Total FTE	**66**

PEI Leadership Team
(Current as of February 4, 2018)

Figure 1: Organizational chart for PEI's Leadership Team

Early Childhood Team
(Current as of February 4, 2018)

Manager IV
Division Administrator for Early Childhood Programs
Donna Wood

Program Specialist VI
Special Projects Lead
Krissy Perez

Program Specialist VI
Early Childhood Lead
Sofia Santillana

Program Specialist V
Health SME
Lindsey Dermid Grey

Program Specialist V
Caitlin Quinlavin

Program Specialist V
MH/SW SME
Jody Snee

Program Specialist V
Heather Thorp

Program Specialist V
HIP
VACANT

Program Specialist V
Kim Wilson

Program Specialist V
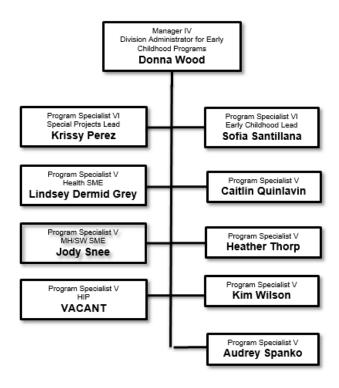**Audrey Spanko**

Figure 2: Organizational chart for PEI's Early Childhood Team

Youth and Family Team
(Current as of February 4, 2018)

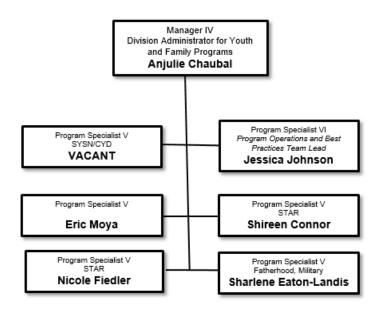*Figure 3: Organizational chart for PEI's Youth and Family Team*
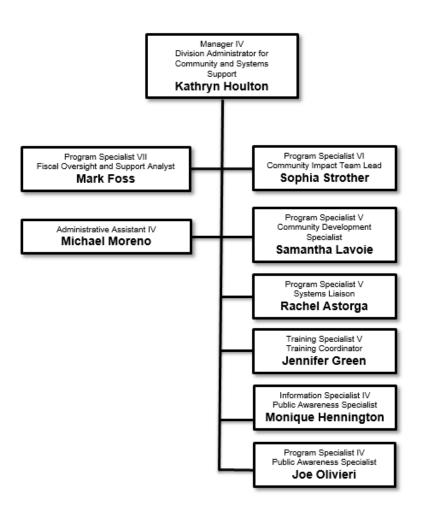
Community and Systems Support Team

(Current as of February 4, 2018)

Figure 4: Organizational chart for PEI's Community and Systems Support Team
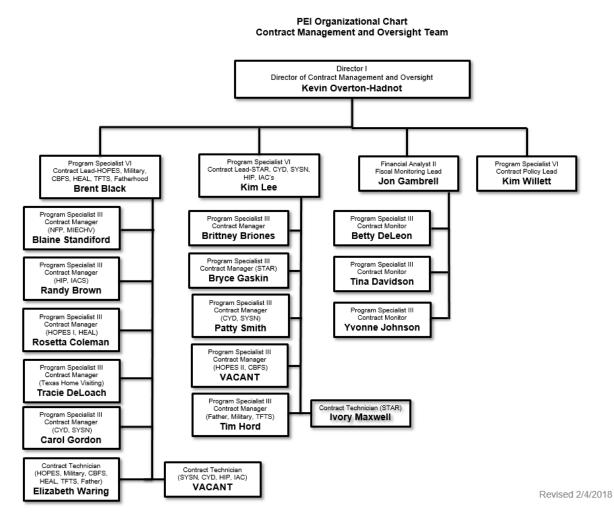
Contract Management and Oversight Team
(Current as of February 4, 2018)

PEI Organizational Chart
Contract Management and Oversight Team

Director I
Director of Contract Management and Oversight
Kevin Overton-Hadnot

Program Specialist VI
Contract Lead-HOPES, Military,
CBFS, HEAL, TFTS, Fatherhood
Brent Black

Program Specialist VI
Contract Lead-STAR, CYD, SYSN,
HIP, IAC's
Kim Lee

Financial Analyst II
Fiscal Monitoring Lead
Jon Gambrell

Program Specialist VI
Contract Policy Lead
Kim Willett

Program Specialist III
Contract Manager
(NFP, MIECHV)
Blaine Standiford

Program Specialist III
Contract Manager
(HIP, IACS)
Randy Brown

Program Specialist III
Contract Manager
(HOPES I, HEAL)
Rosetta Coleman

Program Specialist III
Contract Manager
(Texas Home Visiting)
Tracie DeLoach

Program Specialist III
Contract Manager
(CYD, SYSN)
Carol Gordon

Contract Technician
(HOPES, Military, CBFS,
HEAL, TFTS, Father)
Elizabeth Waring

Program Specialist III
Contract Manager
Brittney Briones

Program Specialist III
Contract Manager (STAR)
Bryce Gaskin

Program Specialist III
Contract Manager
(CYD, SYSN)
Patty Smith

Program Specialist III
Contract Manager
(HOPES II, CBFS)
VACANT

Program Specialist III
Contract Manager
(Father, Military, TFTS)
Tim Hord

Contract Technician (STAR)
Ivory Maxwell

Contract Technician
(SYSN, CYD, HIP, IAC)
VACANT

Program Specialist III
Contract Monitor
Betty DeLeon

Program Specialist III
Contract Monitor
Tina Davidson

Program Specialist III
Contract Monitor
Yvonne Johnson

Revised 2/4/2018

Figure 5: Organizational chart for PEI's Contract Management and Oversight Team

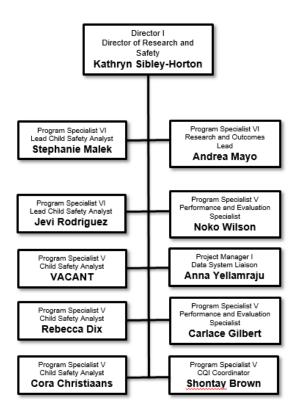## Research and Safety Team

(Current as of February 4, 2018)

Figure 6: Organizational chart for PEI's Research and Safety Team

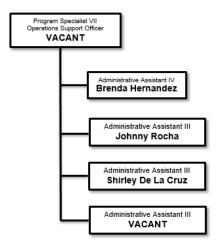## Operations Support Team

(Current as of February 4, 2018)

Figure 7: Organizational chart for PEI's Operations Support Team