



Texas Department of
Family and Protective Services

Agency Strategic Plan

Fiscal Years 2023-2027



June 1, 2022

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023 TO 2027

BY

TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES

JUNE 1, 2022

APPROVED

A handwritten signature in blue ink, appearing to read "Jaime Masters", is written over a horizontal line. The signature is fluid and cursive.

Jaime Masters, MS, MFT

Commissioner

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Agency Mission, Vision, and Values

DFPS Mission

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

DFPS Vision

Improving the lives of those we serve.

DFPS Values

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

Joint Guiding Principles

For Texas' Department of Family and Protective Services & Health and Human Services Commission Interagency Team

We are accountable to the children, youth, families, and communities we serve.

We believe the voices of children, youth, and families are integral to informing and transforming the system.

We believe all children, youth, and families should be treated with dignity and respect.

We believe children deserve to be mentally, emotionally, and physically safe as well as cared for in settings that permit them to develop, thrive, and heal.

We believe the inherent value of children's connections to family should be respected and children should ideally be cared for by family.

We believe in equitable treatment for children and families.

We believe we must understand how our work impacts children, youth, and families in order to identify the existing opportunities, barriers, and challenges.

We believe in using data and other evidence to inform our decisions and make adjustments for continued quality improvement.

The Health and Human Services Commission (HHSC) and Department of Family and Protective Services (DFPS) issued these joint guiding principles on February 25, 2022 to express the agencies' shared values and principles to guide the agencies' work in eliminating the problem of children experiencing temporary emergency care (CWOP). Specifically, the guiding principles are intended to guide the work of the DFPS-HHSC State Interagency Team. The Interagency Team was implemented in accordance with the "Recommendations for Improving Texas' Safe Placement and Services for Children, Youth, and Families: A Report of the Expert Panel Appointed under the Collaboration Agreement of the Texas Department of Family and Protective Services, Texas Health and Human Services Commission and the M.D. v. Abbott Plaintiffs", dated January 10, 2022. HHSC and DFPS thank Casey Family Programs for their assistance and meeting facilitation in relation to the development of these Guiding Principles.

Goal 1: Client-Centered Services

Maximize the safety and well-being of clients, families, and communities we serve through client-centered and evidence-based programs and best practices.

Our agency exists to promote safe and healthy families and protect children and vulnerable adults from abuse, neglect, and exploitation. Continuous improvement to client services is central to our mission and should be proactive, data-driven, and constantly evolving.

Action Items

- Action Item 1: Provide proficient assessments of abuse, neglect, and exploitation reports through 24/7 Statewide Intake call centers and online reporting.
- Action Item 2: Continue to focus on accurate, thorough, and timely child protective services investigations and adult protective services in-home investigations.
- Action Item 3: Offer and support innovative services that are data-driven, holistic in approach, and advance best practices.
- Action Item 4: Build diverse placement capacity to help ensure clients can stay in their local communities and reduce the time to achieve permanency.
- Action Item 5: Deliver coordinated services, that target and support family and client independence and reduces recidivation.
- Action Item 6: Cultivate collaborative partnerships with families and clients that help better suit services to improve safe outcomes.
- Action Item 7: Optimize caseworker specialization to meet increasingly complex APS client needs specifically related to exploitation.
- Action Item 8: Continue support and implementation of the Community-Based Care model by partnering with the Office of Community-Based Care Transition to help increase placement capacity closer to local communities and assists with improving client outcomes.

Unless otherwise specified, all action items are expected to be worked on through August 31, 2027.

How Goal 1 Action Items Support Statewide Objectives

Accountability

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

Efficiency

DFPS practices good stewardship of state resources by promoting efficient processes while maintaining or improving the quality of services provided to clients. The investigative and program support staff coordinate efforts to ensure quality investigations, thorough assessments, and services, to protect the safety and well-being of children, families, people who are 65 and older, and people with disabilities who are subject to abuse, neglect, and exploitation.

Effectiveness

DFPS prioritizes effectiveness in client services by proactively seeking to maximize client safety, permanency, and satisfaction with our work. DFPS uses multiple family-centered approaches to serve clients and their families. By continuously improving services and promoting evidence-based practices in service delivery, the agency can more directly and effectively serve client needs.

Excellence in Customer Service

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

Transparency

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

Other Considerations

DFPS has no other considerations to report for this goal.

Goal 2: Workforce Stability and Development

Increase stability and rebuild institutional knowledge by understanding the workforce climate and the agency's needs.

Staff carry out the agency's mission, provide continuity of services, and are the face of the agency to clients, families, and communities. Staff turnover threatens client outcomes as well as agency effectiveness and efficiency. It is in the best interest of the agency and our clients to increase stability and rebuild institutional knowledge by understanding the workforce climate and the agency's needs.

Action Items

Action Item 1: Continue to build the agency's mission, vision, and values into agency culture so that it guides employee actions and directs policy decisions.

Action Item 2: Continue to examine the drivers of turnover and invest in opportunities that increase workplace benefits, such as competitive compensation, pay parity for positions, career ladders, and telework opportunities.

Action Item 3: Establish a strategy to identify and develop potential leaders to support succession planning efforts and expand professional development opportunities for current leadership.

Action Item 4: Remain committed to broadening staff development programs through collaboration with agency divisions with a focus on innovative and comprehensive trainings to deepen knowledge and cultivate agency cohesion.

Action Item 5: Continue to invest in initiatives that provide support to workers regarding safety, mental and physical well-being, the effects of secondary trauma, and the effects of the COVID-19 pandemic in the workspace.

Action Item 6: Acknowledge and recognize staff for exceptional service and commitment and continue to provide opportunities for growth within the agency.

How Goal 2 Action Items Support Statewide Objectives

Accountability

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

Efficiency

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

Effectiveness

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

Excellence in Customer Service

Better employees result in better customer service. Staff with more training and experience provide faster and more effective services, resulting in better client outcomes and reduced hold times at intake.

Transparency

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

Other Considerations

DFPS has no other considerations to report for this goal.

Goal 3: Agency Operations

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

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

Action Items

Action Item 1: Identify inefficient internal processes, policies, and information technology and implement a holistic approach to corrective and purposeful improvement.

Action Item 2: Advance the growth of innovative service delivery options by exploring provider contracting and procurement with simplified and consistent processes.

Action Item 3: Administer an agency-wide and data-driven approach when making changes to information technology systems, deploying new processes, and implementing new data collection tools.

Action Item 4: Encourage innovation by focusing on agency opportunities and building diverse groups to solve and anticipate future challenges. Create an agency culture and environment that supports open and on-going dialogue.

Action Item 5: Strengthen the Continuity of Operations Plan to include lessons learned from the COVID-19 pandemic and improve agency response time during emergency disruptions to continue essential business operations.

Action Item 6: Ensure representation of all key stakeholders when implementing new programs and processes to build staff buy-in, make considerations for all perspectives, and address the impact to business operations.

Action Item 7: Develop a culture of collaboration between divisions by increasing internal communication and teamwork aimed toward strengthening relationships and producing greater agency outcomes through mutual effort.

Action Item 8: Strengthen and increase frequency of communication from executive staff to frontline and support staff by developing a communication plan that fosters better contextual understanding of the legal, financial, and operational decisions of the agency.

How Goal 3 Action Items Support Statewide Objectives

Accountability

Accountability requires a commitment to improvement and innovation. DFPS continuously analyzes internal processes and agency operations for areas of improvement and solicits feedback from clients and community partners to ensure that it is meeting client and community needs. The agency continues to identify opportunities for the agency to get even closer to the community it serves and to take greater responsibility for internal processes that affect case outcomes.

Efficiency

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

Effectiveness

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

Excellence in Customer Service

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

Transparency

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

Other Considerations

DFPS has no other considerations to report for this goal.

Goal 4: Community Relations

Engage the public to assist with supporting and protecting clients, families, and communities through improved external communications, outreach, and collaborations.

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

Action Items

- Action Item 1: Engage clients, families, and communities served by creating a path for their voices to be heard so the agency may better meet their needs.
- Action Item 2: Encourage community engagement through social media and other platforms by providing a positive, data-driven narrative of the agency's strengths and community needs.
- Action Item 3: Build cross-divisional relationships between programs and the Faith-Based and Community Engagement division to ensure all programs maximize community resources.
- Action Item 4: Strengthen relationships with child advocacy centers, law enforcement agencies, and other community partners through participation in local multidisciplinary teams.
- Action Item 5: Expand technical assistance and support to communities to help them plan, assess, and choose appropriate evidence-based programs to support children, youth, adults, and families in their community.
- Action Item 6: Use agency resources to build new relationships, and strengthen existing ones, with external partners by participating in key public events.
- Action Item 7: Further opportunities to maximize partner collaboration and to share timely information with external stakeholders and communities about important issues facing the agency.
- Action Item 8: Increase positive outcomes for families by improving partnerships within communities, incorporating lived-experience practices, community-based prevention programs, and advisory committees.

How Goal 4 Action Items Support Statewide Objectives

Accountability

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

Efficiency

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

Effectiveness

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

Excellence in Customer Service

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

Transparency

DFPS strives to work collaboratively with community groups, increasing its visibility and earning buy-in from clients, families, and communities. This effort includes use of agency data and social media to accurately portray the agency's strengths and needs, attending public events to help build collaborative relationships, and providing opportunities for community feedback.

Other Considerations

DFPS has no other considerations to report for this goal.

Redundancies and Impediments

Human Resources Code, Section 40.035. TRAINING PROGRAM FOR ADULT PROTECTIVE SERVICES; CONTINUING EDUCATION

Description: Human Resources Code §40.035 lays out the requirements for the Adult Protective Services training program and continuing education. In particular, §40.035(a) requires that a new APS employee complete a comprehensive training program before they can initiate an investigation or provide protective services, i.e., before they can become case-assignable and be involved with actual cases. Given the breadth of topics the current training program is required to cover before a new caseworker can start to work in the field, the training program is unable to spend sufficient time on the fundamental skills needed to be successful as an APS caseworker. This leaves new employees feeling uncertain about their skills and poises an impediment to their learning/training. APS thinks that a better approach to training new employees would be to break training into the fundamental competencies needed to be proficient as a caseworker and to grow in a career. In addition, APS thinks that new caseworkers need to practice these competencies in the field, under supervision, but with actual clients. Finally, because these new workers would be getting trained in the field, they would help alleviate the workload of their colleagues by helping work initial parts of actual cases. This would represent assistance to current APS staff which is missing from the current training model.

Recommendation: Consider repealing subsection (a)(1) and (a)(2) of the statute, and minimal clarifying changes to Section 40.035.

Benefit: The recommended change would allow caseworkers to begin training these fundamental competencies in the field, under supervision, with actual clients thereby alleviating the workload of their colleagues by helping to work initial parts of actual cases.

Human Resources Code Section 40.045. EFFICIENCY AUDIT

Description: The requirement for the department to conduct an efficiency audit performed by an external auditor result in redundancies of the duties of the department's internal auditor which includes conducting economy and efficiency audits as defined in Texas Government Code §2102.007 (6).

Recommendation: Consider modifying the statute to require the efficiency audit be conducted by the department's internal auditor or the Texas State Auditor's Office.

Benefit: The recommended change would result in cost savings associated with payments required for the external auditor to conduct the efficiency audit. First year costs associated with conducting the efficiency audit as required by statute are \$111,272. A benefit associated with the

recommended change would be that the department’s internal auditor or State Auditor's Office has working knowledge of agency operations related to the areas of investigation for the efficiency audit as defined in subsection (h).

Human Resources Code Section 40.0516. COLLECTION OF DATA; ANNUAL REPORT

Description: DFPS is required by this section to publish large amounts of very specific data by February 1st of each year electronically. Due to this mandated deadline much of the resources available for other internal and external reporting are consumed for roughly a quarter of the year in order to report on each of the defined metrics by the February 1 deadline.

Recommendation: DFPS recommends either repealing the February 1st deadline or modifying it so that the data book can be published iteratively, while allowing for flexibility in completing other data related projects and requests.

Benefit: The recommended change would allow DFPS to be more flexible in responding to data requests and to better allocate resources while improving our data reporting capabilities.

Family Code Section 2.004 (b)(13). APPLICATION FORM

Description: The Texas Home Visiting Program is no longer administered by HHSC, therefore a statutory change is required to adequately reflect which agency the program is housed.

Recommendation: DFPS recommends modifying subsection (13) as follows: a printed box for each applicant to check indicating that the applicant wishes to make a voluntary contribution of \$5 to promote healthy early childhood by supporting the Texas Home Visiting Program administered by the ~~Office of Early Childhood Coordination of the Health and Human Services Commission~~ Prevention and Early Intervention Division of the Department of Family and Protective Services.

Benefit: Updates statute to accurately reflect the admirations of these programs.

Family Code, Section 261.201. CONFIDENTIALITY AND DISCLOSURE OF INFORMATION

Description: In order to comply with confidentiality requirements of Subsection (d), the Department redacts over 3500 case records for prospective adoptive parents each year. The average time to review and redact the case record for this purpose is seven (7) hours.

Recommendation: Consider amending subsection (d) of the statute to allow for use of a non-disclosure agreement (NDE), in situations outlined in rule, to accelerate sharing of information

with prospective adoptive parents, and thereby increasing the speed with which a child is adopted.

Benefit: The recommended change would allow the Department to accelerate adoptions and focus on other records requests requiring redaction, including the more than 12,000 general requests backlogged.

Family Code, Section 261.3031. FAILURE TO COOPERATE WITH INVESTIGATION; DEPARTMENT RESPONSE

Description: Authorizes DFPS to seek a court order for certain investigatory actions when the parent or person responsible for the child's care denies DFPS investigators access to the child. These orders are sought when a parent is uncooperative and are typically urgent given required timeframes for investigations. However, the statute does not expressly make clear that these orders can be granted ex parte as other statutes do.

Recommendation: DFPS recommends adding subsection (a-1) "An order described by Section 261.303 may be ex parte and proof may be by sworn petition or affidavit."

Benefit: The recommended change would make clear that DFPS can seek a court order in aid of investigation ex parte and supported by affidavit, which is already the policy and practice.

Family Code, Section 264.017. REQUIRED REPORTING

Description: DFPS is required by this section to publish large amounts of very specific data by February 1st of each year electronically. Due to this mandated deadline much of the resources available for other internal and external reporting are consumed for roughly a quarter of the year in order to report on each of the defined metrics by the February 1 deadline.

Recommendation: DFPS recommends either repealing the February 1st deadline or modifying it so that the data book can be published iteratively, while allowing for flexibility in completing other data related projects and requests.

Benefit: The recommended change would allow DFPS to be more flexible in responding to data requests and to better allocate resources while improving our data reporting capabilities.

Family Code Section 265 Subchapter C. NURSE-FAMILY PARTNERSHIP COMPETITIVE GRANT PROGRAM

Description: The existing statute was written to help Texas Standup the Texas Nurse Family Partnership Program. DFPS is proposing to repeal sections of the statute that are not needed for continued program oversight.

Recommendation: DFPS recommends repealing §265.103 (2), (4) as it's required in program model; repeal §265.104 as part of RFA; repeal §265.107 as this was part of setting up the program in Texas and is not needed for program oversight; repeal §265.109 (1) & (2) as this is a requirement for all of PEI and is covered in §265.153.

Benefit: Removes statutes that are not needed for program oversight and are covered in other areas of the statute, program model or RFA.

Local Government Code Section. 118.018 (c). MARRIAGE LICENSE

Description: The Texas Home Visiting Program is no longer administered by HHSC, therefore a statutory change is required to adequately reflect which agency the program is housed.

Recommendation: DFPS recommends modifying subsection(c) to: A person applying for a marriage license may make a voluntary contribution of \$5 to promote healthy early childhood by supporting the Texas Home Visiting Program administered by the Prevention and Early Intervention Division of the Department of Family and Protective Services ~~Office of Early Childhood Coordination of the Health and Human Services Commission~~. A county clerk shall collect the additional voluntary contribution under this section.

Benefit: Updates statute to accurately reflect the admirations of these programs.

Local Government Code Section. 118.022 (a)(3). DISPOSITION OF MARRIAGE LICENSE AND DECLARATION FEES

Description: The Texas Home Visiting Program is no longer administered by HHSC, therefore a statutory change is required to adequately reflect which agency the program is housed.

Recommendation: DFPS recommends modifying subsection (3) to: if applicable, the \$5 voluntary contribution collected to promote healthy early childhood by supporting the Texas Home Visiting Program administered by the ~~Office of Early Childhood Coordination of the Health and Human Services Commission~~ Prevention and Early Intervention Division of the Department of Family and Protective Services to be sent to the comptroller and deposited as provided by Subsection (d).

Benefit: Updates statute to accurately reflect the admirations of these programs.

Article IX, Section 17.05 of the General Appropriations Act, 87th Legislature. Agency Coordination for Youth Prevention and Intervention Services

Description: Article IX, Section 17.05 of the 2020-2021 General Appropriations Act requires the Department of Family and Protective Services, the Juvenile Justice Department, the Texas Education Agency, and the Texas Military Department to coordinate services with the others to prevent redundancy and to ensure optimal service delivery to youth at risk of engaging in delinquency and/or dropping out of school; as well as demonstrate effectiveness through established outcomes. This report has been completed since FY2019 and at this time is no longer needed to supplement work completed by the responsible agencies.

It also requires the agencies to compile an annual report to the LBB that details monitoring, tracking, utilization, outcome, and effectiveness information on all juvenile delinquency prevention and dropout prevention and intervention services for the preceding five fiscal year period.

Recommendation: Consider removing the report required by Rider 17.

Benefit: The agencies are ensuring coordination and suggest there are more productive ways to ensure coordination of services than an annual report out.

Schedule A: Budget Structure

DFPS separately submitted its budget structure to the Legislative Budget Board on or before the due date of April 1, 2022. Proposed changes to the agency’s budget structure are subject to approval by the Office of the Governor and the Legislative Budget Board.

Schedule B: List of Measure Definitions

DFPS separately submitted its list of measure definitions to the Legislative Budget Board on or before the due date of June 1, 2022. Proposed changes to measure definitions are subject to approval by the Office of the Governor and the Legislative Budget Board.

Schedule C: Historically Underutilized Business Plan

Mission Statement

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

HUB Policy

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

HUB Definition

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

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

Program Staff

DFPS has one FTE serving as the HUB Coordinator for the HUB Program. The HUB Coordinator communicates directly with executive leadership, serves on the Contracting Improvement Steering Committee, is a resource for DFPS program areas and vendors, and is

responsible for submitting HUB utilization reports to oversight entities. Other responsibilities include: vendor outreach, staff training on HUB program requirements, ensuring agency compliance, and supporting established mentor protégé relationships. All DFPS contracting staff are required to implement state and agency HUB-related rules, as identified in operating policies and procedures posted agency-wide.

Program Performance, Goals, Objectives, and Strategies

Table 1 reflects the 2020 and 2021 DFPS HUB utilization performance. Following the table are the operational goals, objectives, and strategies that DFPS employs in working to meet its HUB-related mission.

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

Category	Goals for FYs 2020-2021	FY 2020 HUB Utilization	FY 2021 HUB Utilization	Goals for FYs 2023-2027
Special Trades	32.9%	41.34%	13.72%	32.9%
Professional Services*	23.7%	-	-	23.7%
Other Services	26.0%	27.61%	24.62%	26.0%
Commodities	21.1%	52.92%	42.44%	21.1%

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

Communicate with Key Decision Makers, Purchasing, and Contracting Staff

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

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

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

Strategy 1.1B Review existing and maintain HUB policies to guide agency staff on HUB statutes, rules, and compliance requirements.

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

Outreach to HUB Vendors

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

Objective 2.1 Encourage HUB participation through external outreach.

Agency Strategic Plan FY 2023 – FY 2027

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

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

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

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

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

Schedule D: Statewide Capital Plan

DFPS will separately submit its capital planning information, if applicable, to the Bond Review Board on or before the due date of July 6, 2022.

Schedule E: Health and Human Services Strategic Planning

This schedule is not applicable to DFPS.

Schedule F: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the DFPS *Human Resources Management Plan* published March 2022. As a companion document, it presents a detailed analysis of the agency's turnover and retention rates plus discussions about the results from several staff engagement and exit surveys. Read the full *Human Resources Management Plan* at:

http://www.dfps.state.tx.us/About_DFPS/Reports_and_Presentations/Rider_Reports/documents/2022/2022-03-31_Rider_8_Report.pdf

Core Business Functions

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

Child Protective Services (CPS) Division:

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

Child Protective Investigations (CPI) Division:

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

Adult Protective Services (APS) Division:

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

Prevention and Community Well-Being (PCW) Division:

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

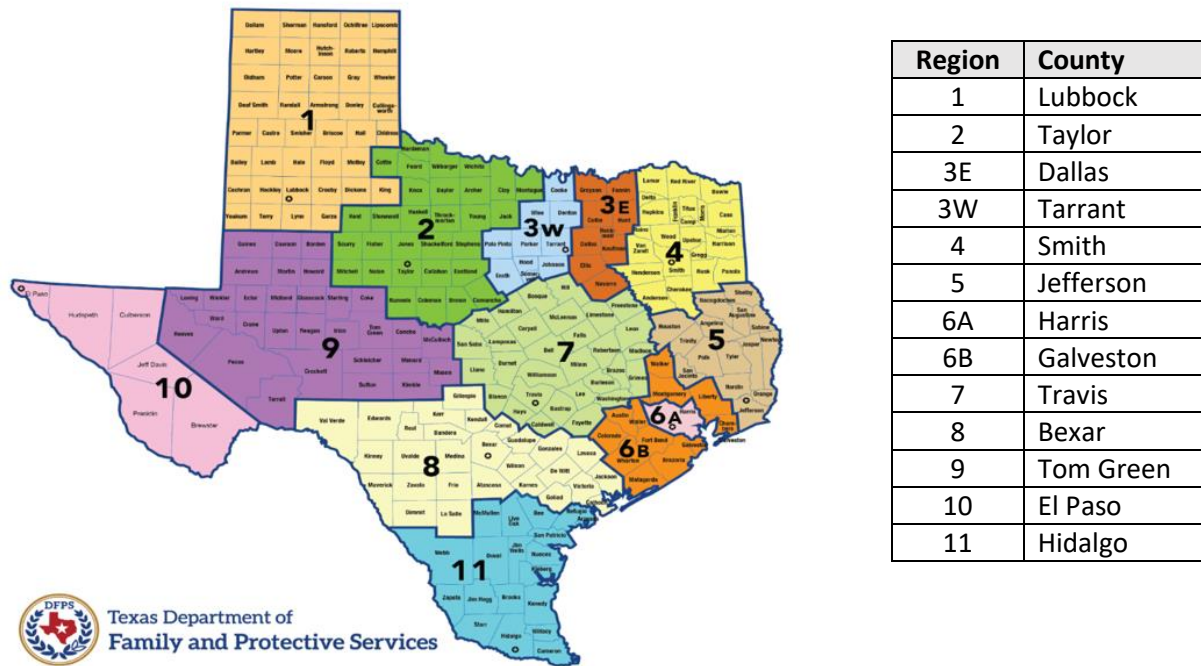
Statewide Intake (SWI) Division:

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

DFPS Regional Structure

Every day, 12,510 DFPS employees in more than 249 offices across the state, protect the physical safety and emotional well-being of the most vulnerable citizens of Texas.¹ Figure 1 shows the counties in current DFPS regions.

Figure 1: DFPS Region & County Map



¹ DFPS FY 2021 Factbook.

Workforce Demographics²

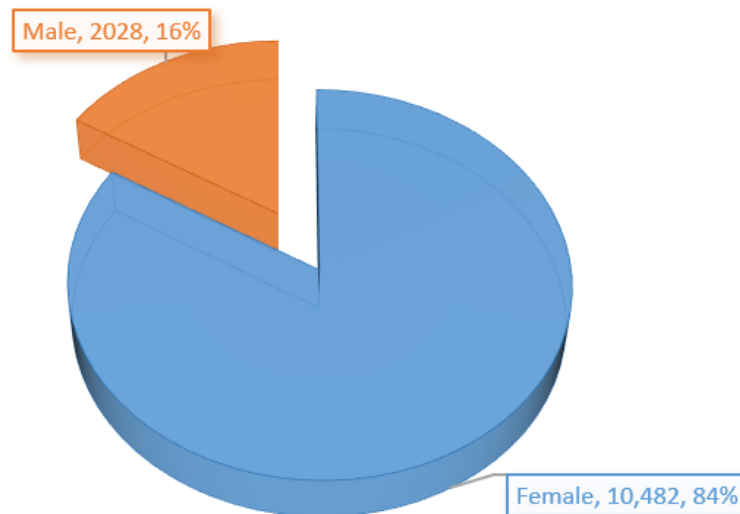
- Females make up 84 percent of the agency workforce.
- White employees represent the largest racial group at 36 percent, followed by Hispanic employees at 31 percent African American employees at 30 percent.
- 50 percent of the DFPS workforce is under 40 years old.

Table 1: DFPS Protective Service Job Classifications and Average Salaries

Selected Job Family*	# of Staff	Average Age	Average Salary
APS In-Home Supervisor	82	44	\$5,188
APS In-Home Worker	538	41	\$4,274
CPS CVS Supervisor	316	41	\$5,205
CPS CVS Worker	2,145	37	\$4,387
CPS FBSS Supervisor	151	42	\$5,196
CPS FBSS Worker	1,017	38	\$4,459
CPS INV Supervisor	388	41	\$5,169
CPS INV Worker	2,426	36	\$4,271
SWI Supervisor	44	45	\$5,099
SWI Worker	293	42	\$4,081

* See Appendix for commonly used abbreviations

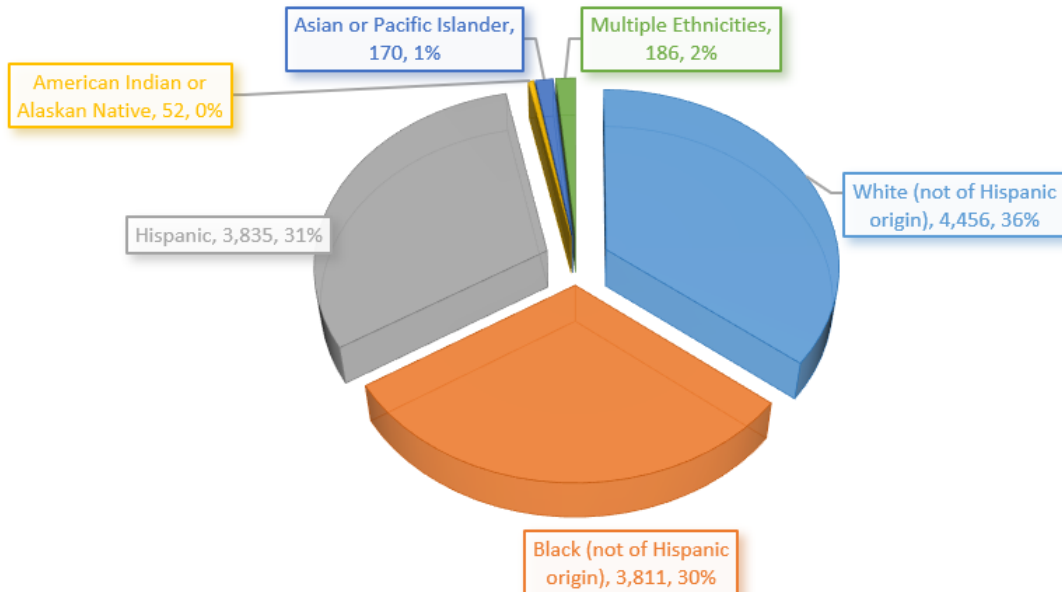
Figure 1: DFPS Workforce by Gender



Source: DFPS Workforce Division analysis

² DFPS FY 2021 Factbook.

Figure 2: DFPS Workforce by Race



Source: DFPS Workforce Division analysis

Figure 3: DFPS Workforce by Age

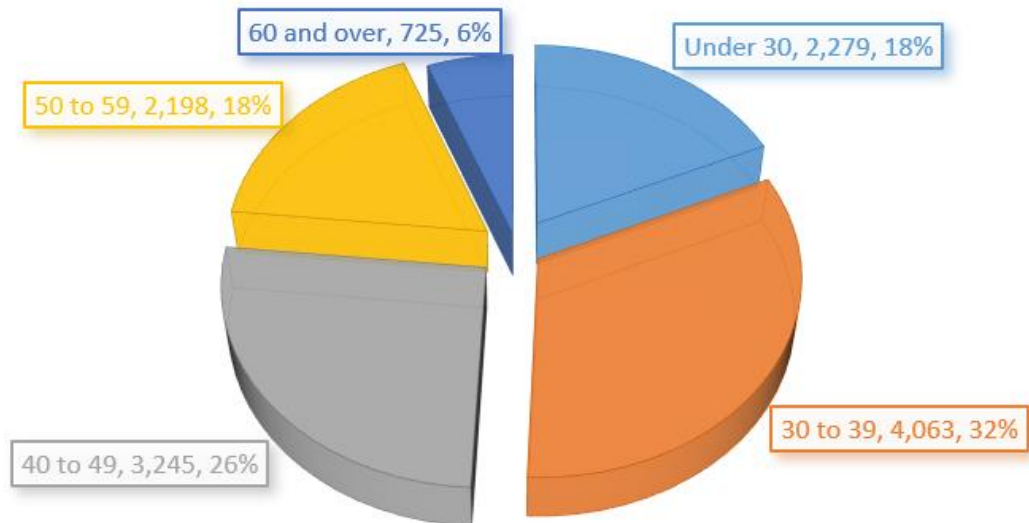


Table 2: Selected Job Family Demographics by Race/Ethnicity

Selected Job Family	# of Staff	White (not of Hispanic origin)		Black (not of Hispanic origin)		Hispanic		American Indian or Alaskan Native		Asian or Pacific Islander		Multiple Ethnicities	
APS In-Home Supervisor	82	24	29%	32	39%	25	30%	0	0%	0	0%	1	1%
APS In-Home Worker	538	190	35%	190	35%	140	26%	2	0%	6	1%	10	2%
CPS CVS Supervisor	316	132	42%	106	34%	70	22%	3	1%	1	0%	4	1%
CPS CVS Worker	2,145	751	35%	695	32%	631	29%	7	0%	22	1%	39	2%
CPS FBSS Supervisor	151	61	40%	44	29%	43	28%	1	1%	1	1%	1	1%
CPS FBSS Worker	1,017	269	26%	354	35%	372	37%	3	0%	7	1%	12	1%
CPS INV Supervisor	388	173	45%	102	26%	103	27%	0	0%	4	1%	6	2%
CPS INV Worker	2,426	757	31%	827	34%	747	31%	13	1%	22	1%	60	2%
SWI Supervisor	44	24	55%	5	11%	13	30%	1	2%	1	2%	0	0%
SWI Worker	293	147	50%	68	23%	65	22%	1	0%	11	4%	1	0%

Table 3: Employee Separations by Reason³

Involuntary		Voluntary		Retirement		Reduction in Force		Death	
383	3%	2,555	19%	225	2%	0	0%	21	0.16%

Table 4: Separations Due to Inter-Agency Transfers

# of Staff	Transfers	% Transfers
13,431.5	2,839	21%

Retirement Projections⁴

On August 31, 2026, approximately 1.9 percent (234) of the current DFPS workforce is projected as a first-time eligible retiree.

Table 5: First Time Retirement Eligible Projection

As of 8/31/22		As of 8/31/23		As of 8/31/24		As of 8/31/25		As of 8/31/26	
174	1.4%	183	1.5%	229	1.8%	227	1.8%	234	1.9%

Return-to-Work Retirees⁵

³ For a detailed analysis of staff turnover & retention, see DFPS, [Human Resources Management Plan \(Rider 8\)](#) (March 2022).

⁴ DFPS FY 2021 Factbook.

⁵ HHSAS Database as of 8/31/21.

DFPS currently employs 208 (2%) return-to-work retirees.

Utilization Analysis

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

The utilization analysis of the DFPS workforce reflects underutilization in one job category: DFPS Technicians job category shows underutilization for female employees. Although potential underutilization was identified in the Technician job category, it should be noted that this job category comprises less than 1% of the DFPS workforce.

Table 6: DFPS Utilization Analysis Results^{6,7,8,9}

Job Category	Black			Hispanic			Female		
	DFPS %	CLF %	Underutilization (If Yes, # needed)	DFPS %	CLF %	Underutilization (If Yes, # needed)	DFPS %	CLF %	Underutilization (If Yes, # needed)
Officials/ Administrators	23.7%	8.1%	No	20.4%	22.4%	No	77.0%	38.8%	No
Professionals	22.0%	10.9%	No	27.7%	20.3%	No	69.6%	54.5%	No
Technicians	17.86%	14.4%	No	32.1%	29.2%	No	23.8%	55.2%	17
Protective Services	33.3%	20.8%	No	29.4%	30.9%	No	86.2%	23.0%	No
Administrative Support	25.5%	14.3%	No	43.2%	36.4%	No	93.4%	71.6%	No
Skilled Craft	0.0%	10.2%	N/A	0.0%	51.5%	N/A	100.0%	12.0%	N/A
Service Maintenance	0.0%	13.2%	N/A	0.0%	52.4%	N/A	0.0%	52.0%	N/A

Strategies to Meet Workforce Needs

Recruitment Strategies

- Continue to provide an internet resource. By clicking on the "Jobs" link from <http://www.dfps.state.tx.us>, users are taken to the "Come Work for Us" page that includes realistic job preview videos for DFPS positions, as well as written realistic job previews for

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

⁷ The State category "Para-Professional" was not included because it is not possible to derive a "Para-Professional" category from the available American Community Survey data.

⁸ DFPS HR Workforce as of 8/31/2021.

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

all programs. CPS also has a self-screening test that asks applicants questions to help them decide if CPS is the right fit for them prior to applying.

- Continue to use a timed assessment to assess writing capabilities.
- Continue to use an interview guide that combines behavioral and open-ended interview questions to gain a greater understanding of an applicant’s ability to perform job duties to better ensure retention.
- Continue recruitment efforts to identify candidates with a variety of educational and work/life experiences to determine the most qualified applicants for the agency, while continuing to give appropriate priority to individuals who hold a bachelor’s degree or advanced degree in at least one of the following academic areas:
 - Social work
 - Counseling
 - Early Childhood Education
 - Psychology
 - Criminal Justice
 - Elementary or Secondary Education
 - Sociology
 - Human Services
- Continue to provide a \$5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue efforts to recruit bilingual workers by using consistent testing for bilingual skills.
- Provide an increased starting salary (3.4 percent or 6.8 percent) to social work graduates hired into APS and SWI caseworker positions. CPS also provides a 6.8 percent increase to newly hired caseworkers holding a master’s in social work.
- Provide the following focused recruitment activities for jobs with low applicant pools and high vacancy rates:
 - Offer 6.8 percent above base salary.
 - Attend job fairs and organize hiring events in targeted areas based on vacancies. Centralized hiring events allow multiple hiring staff and program managers to interview a higher number of applicants in one or two days.
 - Continue to partner with DFPS media specialists to produce special interest stories about careers with DFPS.
 - Add and refine additional training sessions, as needed, to accommodate new hires.
 - Increase Talent Acquisition Group human resources specialists for targeted areas, when necessary.
 - Work with contracted partners to expedite certain hiring activities.
 - New LinkedIn Contract: 2 Recruiter seats that allow a Hiring Manager to quickly review candidates, leave notes on candidate’s profiles, and provide feedback to others. This will allow us to input search criteria, get targeted results, and prioritize candidates. We search for candidates instead of candidates searching for us.

- 2 Job slots – DFPS will be able to post two job postings at one time.
- Career page with traffic ads – This allows DFPS to showcase our culture and careers and to attract applicants. It will provide candidates personalized job recommendations, so they can quickly explore and apply to open jobs within DFPS. Traffic ads will showcase our agency and drive LinkedIn members to follow the DFPS page with a single click on the ad.
- DFPS Media Relations posts 20 TAG job requisitions a month via Social Media.
 - Facebook
 - LinkedIn
 - Twitter
- Statewide job fair with same day interviews.
- Handshake
 - The Handshake network has 9+ million active student users, 1,400+ college and university partners, and 650K+ employers. (www.joinhandshake.com)
 - Employers can post jobs and select universities/colleges to share their job postings to their Handshake website.
 - Students/Alumni can search jobs on the Handshake website, submit their resume, and contact the employer through the website.
 - Employers can review resumes and reach out to the applicants through Handshake’s messaging system.
 - HR Specialists are required to post on Handshake

Retention Strategies

- Continue to provide a \$5,000 annual stipend to CPI caseworkers and supervisors, as authorized by the General Appropriations Act.
- Continue to provide programmatically focused skills training programs that ensure caseworkers are prepared to perform all their assigned tasks.
- Continue paying CPI and CPS workers a mentor stipend when they mentor new hires through their first few months of employment.
- Continue to provide “Rookie Year” on-boarding resources so that supervisors have a toolkit for providing targeted support to new hires throughout the employee’s first year.
- Continue to offer staff training that provides an integrated, competency-based, training curriculum framework that supports a continuum of learning and skill development from beginner to advanced management levels.
- Provide certification advancements tied to promotions for caseworkers and supervisors.
- Continue to recognize new employees' tenure during each of their first four years with the agency by providing tenure certificates.
- Provide the following focused retention activities for jobs with high turnover, high caseloads, and high vacancy rates:
 - Bring program/division teams together to help with workload in specific areas.

Agency Strategic Plan FY 2023 – FY 2027

- Pay a percentage of earned overtime for certain staff.
- Add caseworker staff as the budget and FTE cap permit to reduce caseloads.
- Continue the Commissioner’s Employee Recognition Ceremony and other employee recognition awards.
- Continue to implement supervisor assessments for prospective CPS, CPI, SWI and APS supervisors to test the candidates’ aptitudes in areas such as casework, leadership, and human resources policies.
- Continue the cross-program hiring boards to increase rigor and objectivity in the interview and selection process of CPS, CPI, SWI, and APS supervisor applicants.

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

Schedule G: Workforce Development System Strategic Plan

This schedule is not applicable to DFPS.

Schedule H: Report on Customer Service

This report includes five completed surveys. Prevention and Early Intervention (PEI) submitted the results of one survey assessing the satisfaction of clients receiving services from PEI grantees. Adult Protective Services (APS) submitted the results of one survey assessing the performance of adult protective investigations and services. The Office of Internal Affairs (OIA) submitted the results of a survey assessing the knowledge and satisfaction of consumers contacting OIA. Child Protective Services (CPS) submitted the results of the National Youth in Transition survey completed by Texas youth currently or recently in foster care. Statewide Intake (SWI) submitted the results of an ongoing survey assessing the satisfaction of clients receiving services from SWI.

I. Prevention and Community Well-Being

Purpose

The Prevention and Community Well-Being division houses PEI which manages community-based programs that are designed to provide early intervention or prevent at-risk behaviors that lead to child maltreatment and juvenile delinquency. The purpose of the PEI survey was to gauge client satisfaction and overall experience with the PEI programming delivered by the PEI grantee. The survey was completed by the primary caregiver for family programs and by the youth for youth-serving programs. The survey was conducted primarily for program evaluation and improvement purposes. Completion of the survey was voluntary; however, some PEI programs did have a contractual completion requirement of 50% of those eligible to complete the survey.

Methodology

The survey was conducted by PEI grantees and entered into PEI's database system of record. The study population was all families who discharged from PEI programs during FY 2021; however, not all PEI programs required the completion of the survey as a contractual output. Surveys were offered in English and Spanish, and clients could choose which language to complete the survey in. Providers were asked to assist clients in completing the survey in case the client did not understand questions. Providers could choose how they administered the survey--either in person, over the phone or via an online survey platform.

There were 12,332 surveys completed by clients, 9,379 of whom were youth participating in a youth-serving program. In FY 2021, there were a total 30,162 clients who discharged and were eligible to complete the survey, representing a 41% response rate overall. For each question, respondents could reply that the question was not applicable, or the provider could indicate that the question was not answered by the client. The item by item response rate is therefore different from the overall response rate.

Major Findings

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

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

Positive Outcomes and Behaviors: Individual and Family

- 93.3% of respondents agreed or strongly agreed that participating in PEI programs helped them, their family, or both. (N=10,608)
- 93.5% of respondents agreed or strongly agreed that they found value in participating in PEI programs. (N=10,651)
- 90.9% of respondents agreed or strongly agreed that the PEI program helped them be a better parent, family, or both. Youth were not asked this question in FY 2021. (N=10,424)

Positive Outcomes and Behaviors: Engagement and Connectedness

- 84% of respondents agreed or strongly agreed that the PEI program helped them learn about community resources and/or events that helped them, their child, or their family. (N=9,842)
- 91.4% of respondents agreed or strongly agreed that, because of the services they received, they know people who will listen and understand them when they need to talk. (N=10,528)
- 87.4% of respondents agreed or strongly agreed that the PEI program encouraged families in the program to support each other. Youth were not asked this question in FY 2021. (N=9,132)

Client Satisfaction

- 95.7% of respondents agreed or strongly agreed that the information provided to them in the PEI program was presented to them in a language they are comfortable with. (N=10,654)
- 94.1% of respondents agreed or strongly agreed that services were available at times that were convenient for them and/or their family. (N=10,611)
- 93.8% of respondents agreed or strongly agreed that the location of services was convenient for them and their family. (N=10,539)

Category 1 of Findings (e.g. Access)

- 95.7% of respondents agreed or strongly agreed that the information provided to them in the PEI program was presented to them in a language they are comfortable with. (N=10,654)
- 94.1% of respondents agreed or strongly agreed that services were available at times that were convenient for them and/or their family. (N=10,611)

- 93.8% of respondents agreed or strongly agreed that the location of services was convenient for them and their family. (N=10,539)

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

Positive Outcomes and Behaviors: Individual and Family

- 93.3% of respondents agreed or strongly agreed that participating in PEI programs helped them, their family, or both. (N=10,608)
- 93.5% of respondents agreed or strongly agreed that they found value in participating in PEI programs. (N=10,651)
- 90.9% of respondents agreed or strongly agreed that the PEI program helped them be a better parent, family, or both. Youth were not asked this question in FY 2021. (N=10,424)

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- 87.4% of respondents agreed or strongly agreed that the PEI program encouraged families in the program to support each other. Youth were not asked this question in FY 2021. (N=9,132)

II. Adult Protective Services

Purpose

Every day, the staff of Adult Protective Services (APS) respond to allegations of abuse, neglect, or exploitation of vulnerable members of the community: the elderly and adults with disabilities. They investigate these allegations and arrange services for clients. While APS staff continue to provide services around the clock, APS is also striving to work with partners in a collaborative and productive way. APS cannot do this work alone and often must coordinate with partners in the community to address the needs of clients.

Because of this and in accordance with the [Texas Human Resource Code, Section 48.006](#), the Texas Department of Family and Protective Services (DFPS) surveys community stakeholders of Adult Protective Services (APS) every other year. The purpose of this “Community Satisfaction Survey” is to gather information on the performance of adult protective investigations and provision of services, for use in evaluation and improvement to address community concerns.

DFPS shares findings of the Community Satisfaction Survey in a report on the [DFPS website](#). Survey results are also shared with regional APS management for evaluation and improvement of services, to judges of courts with probate jurisdiction, and other stakeholders. Below please

find a summary of results from the 2021 survey, which was the 10th Community Satisfaction Survey.

Methodology

At the core of the Community Satisfaction Survey is a series of standardized satisfaction-related statements to which respondents reply on an agreement scale from “strongly disagree” to “strongly agree”. Responses to these questions are analyzed to understand stakeholder perceptions at the point in time of the survey. A total of 36 satisfaction indicator statements are assessed in the survey, which have been used consistently since the 2007 survey, with occasional minor word changes to modernize language.

The survey is comprised of satisfaction indicator statements, tailored to law enforcement, judicial partners, APS Boards and Community Partners. The survey was available for completion from June 17 to August 9, 2021. Responses were solicited in a variety of ways. Invitations were sent to approximately 2,600 individuals from contact lists provided by APS field, DFPS faith-based and community engagement, and DFPS legal staff; personalized reminders were used to encourage non-respondents to respond. Links to the survey were posted on the DFPS website and social media pages. Subsequent invitations and reminders were sent by email, which contained survey hyperlinks anyone could use. Invitations encouraged recipients to forward invitations to others who may be able to provide feedback to APS.

Major Findings

Feedback from APS stakeholders was positive, on average. 77% of responses agreed (answered either “agree” or “strongly agree”) with statements reflecting positive perceptions about APS. This average rate of agreement is slightly lower than in previous years, albeit an increase when compared to 2019.

Among the standardized satisfaction statements in the Community Satisfaction Survey, a group of five statements are evaluated as key satisfaction indicators reflecting APS success in five key areas:

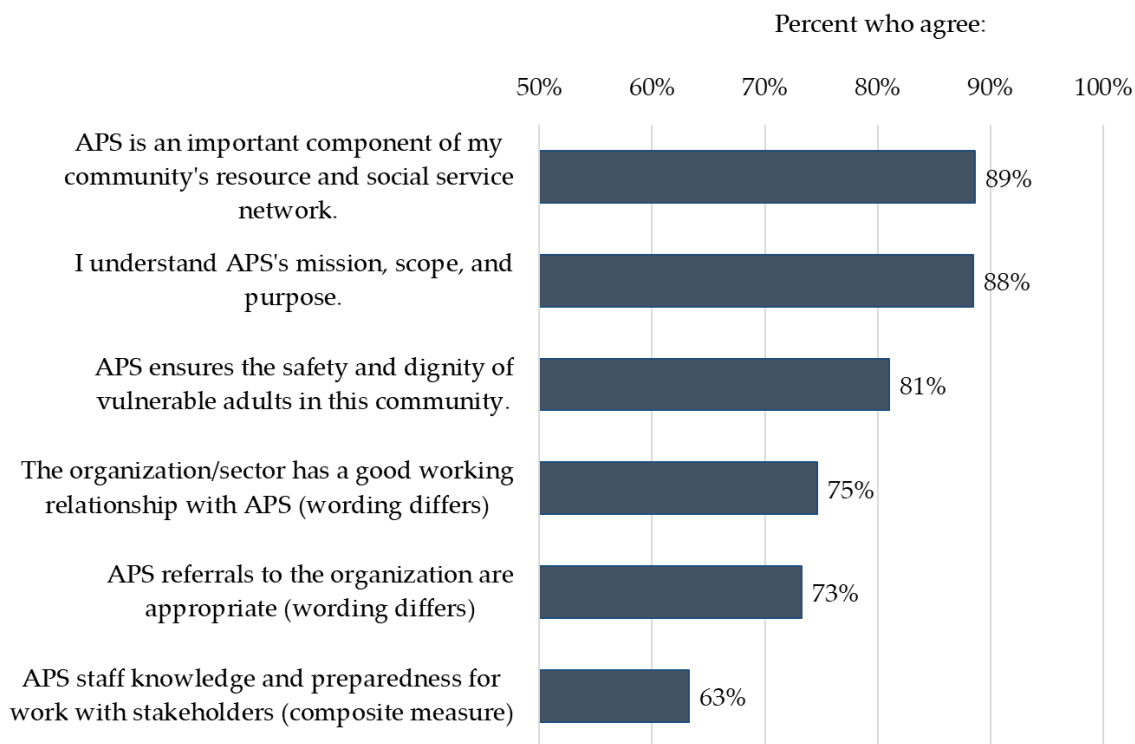
1. Communicating the APS mission, scope, and purpose.
2. Enhancing community resources and services.
3. Ensuring the safety and dignity of vulnerable adults.
4. Coordinating with community partners through appropriate referrals.
5. Achieving a good working relationship with community partners.

Results on the key satisfaction indicators in the 2021 survey are illustrated in **Chart 1** below. Results suggest wide recognition of the value and mission of APS. For example, 89% of responses agreed that “APS is an important component of (the respondent’s) community’s resource and social services network.” Further, 88% agreed that they “understand the APS

mission, scope and purpose” and 81% agreed that “APS ensures the safety and dignity of vulnerable results in this community.”

A majority also agreed that their organization or sector has a good working relationship with APS (75%) and that referrals to their organization or sector are appropriate (73%). A somewhat smaller percentage (63%) agreed that APS staff had the knowledge and preparation for work with stakeholders (a composite measure of several indicators on this topic).

Chart 1
2021 APS Community Satisfaction Survey
Agreement with Key Satisfaction Indicators



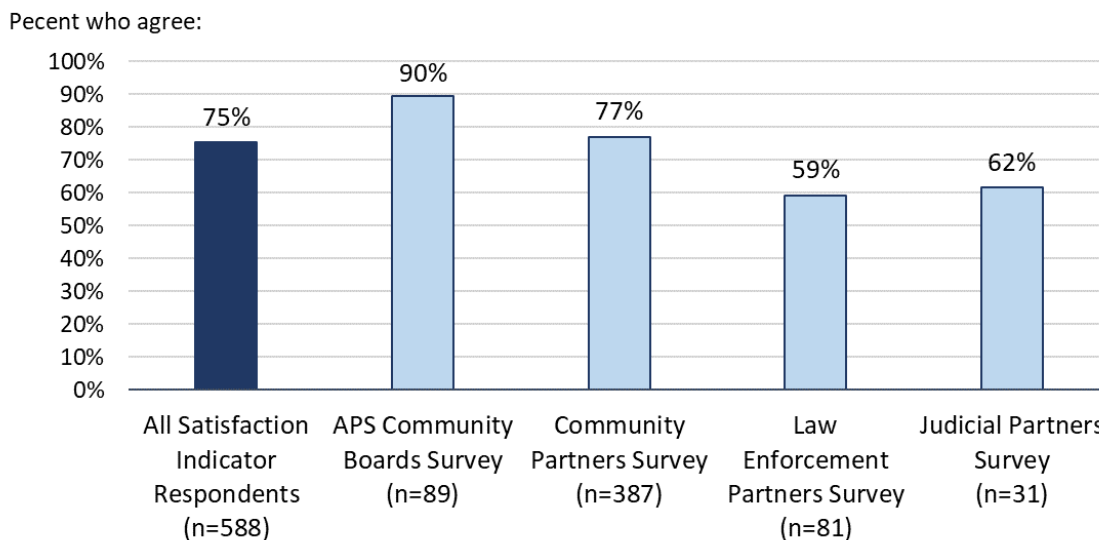
Source: 2021 APS Community Satisfaction Survey

Stakeholder Survey Comparison

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

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

Figure 4: 2019 APS Community Satisfaction Survey Average Agreement with Satisfaction Indicators, by Stakeholder Group



Source: 2019 APS Community Satisfaction Survey

III. Accountability and Internal Affairs

Purpose

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

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

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

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

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

A report of the study is not available via an online published report; however, reports can be generated as requested by contacting the Director of OIA at internalaffairs@dfps.texas.gov.

Sample and Methodology

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

The study or questionnaire was conducted by accessing an online survey link using Survey Monkey. The survey is available year-round and consists of four multiple choice questions where only one selection can be made, and two open-ended questions that allows for text entry by the individual completing the response. The report reflects data gathered from September 2020 through August 31, 2021

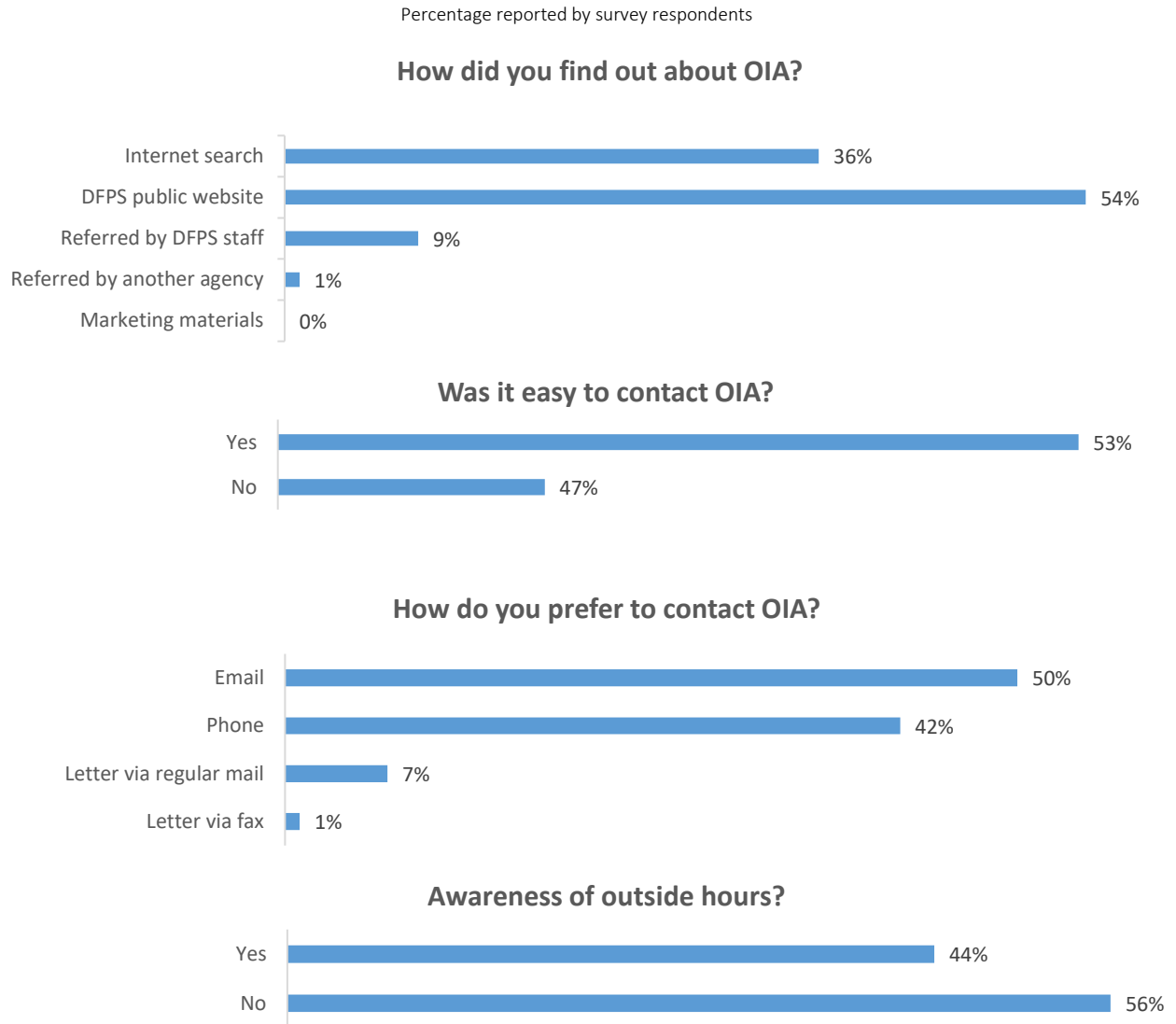
The surveys/interviews were offered in English only.

OIA is not able to capture the exact numerical data of surveys completed and surveys accessed as the survey is presented as an optional link. Therefore, it is unknown how many individuals accessed the link and closed the survey out without completing it. For FY 2021, it appears 78 people completed the survey either partially or in its entirety. OIA received a total of 18,433 contact instances for FY 2021 and from this received 4475 formal complaints for review.

Major Findings

The OIA's survey findings for FY 2021 showed that a majority of those who access the survey learned of our office via an internet search or website, with most users finding it easy to contact OIA. It was further noted that when users are given the opportunity to provide feedback about their experience when reaching OIA via an open narrative text box, many of these text responses received did not relate to their customer service experience with OIA but rather staff conduct or specific case decision inquiries.

Figure 5: OIA Survey Major Findings



Source: FY 2021 OIA Customer Satisfaction Survey

IV. Child Protective Services

Purpose

Youth and young adults who have been involved in the foster care system are at high risk for difficult outcomes during their transition to a successful adulthood. These difficult outcomes include homelessness, not finishing high school, early parenthood, unemployment, dependence on public benefits, and involvement in the criminal justice system. To gather data about and address these concerns, the U.S. Department of Health and Human Services' Administration for

Children and Families (ACF) created the John H. Chafee Foster Care Independence Program (CFCIP) in 1999. CFCIP established data quality standards and administers grants to states that collect data about persons involved in the foster care system.

DFPS contributes to this national data collection effort called the National Youth in Transition Database (NYTD) by engaging in two data collection and reporting activities created by the ACF to measure states' success in preparing youth for their transition to a successful adulthood. First, DFPS collects and reports basic demographic data of youth and the independent living services provided to them. Secondly, DFPS conducts surveys of youth and young adults currently or formerly in foster care. The data from Texas and other states are collected and provided to the federal government for NYTD which in turn are stored in the National Data Archive on Child Abuse and Neglect at Cornell University and are ultimately made available to researchers upon request.

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

In *federal* fiscal year 2020 (October 1, 2019 through September 30, 2020), DFPS staff surveyed a baseline -- of 17-year-olds in foster care within 45 days after their birthday. Topics addressed in the survey included:

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

Sample and Methodology

DFPS surveyed a random sample of young adults age 17 as defined in 45 CFR 1355.20. Every third year, a new baseline of youth is surveyed. DFPS collected surveys between October 1, 2019 through September 30, 2020. The survey and survey request were distributed in several ways:

- Paper survey; in person and through the mail

- Email
- Phone
- Text

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

DFPS had a participation rate of 100%. A total of 1211 youth took the baseline survey at age 17. Reasons for non-participation in the survey are as follows:

- Unable to locate 1.9%
- Runaway/missing 3.1%
- Young adult declined 2.27%
- Incapacitated 1.7%
- Parent declined <1%
- Incarcerated <1%

Major Findings

Outcomes reported by survey participants are grouped into the following topics: financial self-sufficiency, educational attainment, high risk behaviors, homelessness, connection to adults, and access to health insurance.

Outcomes Reported by Survey Participants:

Financial self-sufficiency

Reported current part-time or full-time employment 15.75%

Reported receiving employment-related training in the past year 24.5%

Educational attainment

Reported being enrolled and attending school 92.42%

Reported having completed high school or GED 5.19%

High-risk behaviors

Reported ever receiving a substance abuse referral 14.18%

Reported ever having been incarcerated 29.35%

Reported ever having children 4.95%

Homelessness

Reported ever having been homeless 21.60%

Connection to adults

Reported having a current positive connection to an adult 94.56%

Access to health insurance

Reported having Medicaid 88.95%

Reported having some other type of health insurance 1.73%

This data snapshot was generated using active data files submitted by the State for the reported period(s) indicated above as of 10/15/2021.

Figure 6: NYTD Survey Major Findings

The results of the survey show that 92% of the youth are enrolled in high school, GED classes, post high school vocational training or college, 5% finished high school or GED, 94% have a connection to a positive adult and 15% are currently employed.

An examination of the results related to risk factors and concerning outcomes reveals that 29% have been incarcerated sometime in the past, 21% have been homeless sometime in the past and 4% have had children.

V. Statewide Intake

Purpose

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

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

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

The report of the study is not currently published on the internet. Up-to-date results for the report can be requested by emailing QAUNIT@dfps.texas.gov.

Sample and Methodology

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

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

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

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

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

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

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

Major Findings

The Statewide Intake customer feedback indicates that the intake specialist is courteous 88% of the time and helpful 87% of the time. Reporters believing their call was answered within a reasonable amount of time fluctuates between 72-78%.

Appendix: Commonly Used Abbreviations

APS	Adult Protective Services
CPI	Child Protective Investigations
CPS	Child Protective Services
CVS	Conservatorship
DCI	Day Care Investigations
DFPS	Department of Family and Protective Services
FBSS	Family-Based Safety Services
FTE	Full-time Employee
OIA	Office of Internal Affairs
PCW	Prevention and Community Well-Being
PEI	Prevention and Early Intervention
RCI	Residential Child Care Investigations
SWI	Statewide Intake