



Presentation to the House Appropriations Committee

Department of Family and Protective Services

Judge John J. Specia, Commissioner

Cindy Brown, Chief Financial Officer

February 14, 2013

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

- Statewide Intake (SWI)
- Child Protective Services (CPS)
- Prevention and Early Intervention (PEI)
- Adult Protective Services (APS)
- Child Care Licensing (CCL)

Challenges – Growing Texas Population

2002

2012

Child Population (17.8% increase)

5,986,708  7,054,634

Children in Regulated Child Care (22.2% increase)

882,454  1,078,044

Adults over 65 (32.4% increase)

2,127,969  2,818,076

Adults 18-64 with a Disability (21.1% increase)

1,390,140  1,683,350

Current Priorities

- Retaining a skilled and tenured workforce
 - ✓ Recruitment bonuses in areas of the state where competition with private sector is most difficult
 - ✓ One-time merits in five targeted counties: Ector, Midland, Andrews, Ward and Howard
 - ✓ Listening and responding to staff ideas and needs around the state
- Diminish delinquent CPS investigations
 - ✓ Creation of a Rapid Response Team
 - ✓ Repurpose 21 vacant positions to Investigation Supervisors to allow more frequent, high quality supervision with investigation workers
 - ✓ Utilizing all available resources, including state office staff

Current Priorities

- Address abuse/neglect fatalities
 - ✓ Ordered an internal audit review of CPS response to child fatalities
 - ✓ Created an OIG referral process for abuse/neglect fatalities and enhanced communication between OIG and DFPS
- Strengthen community partnerships and collaboration
 - ✓ Meeting with partner organizations around the state
 - ✓ Maximizing community support for DFPS programs by identifying needs and making the "ask"
- Expecting quality and innovation
 - ✓ Foster care redesign contract signed, next procurement is underway
 - ✓ Independent review of CPS as a whole
 - ✓ Internal regional operational reviews

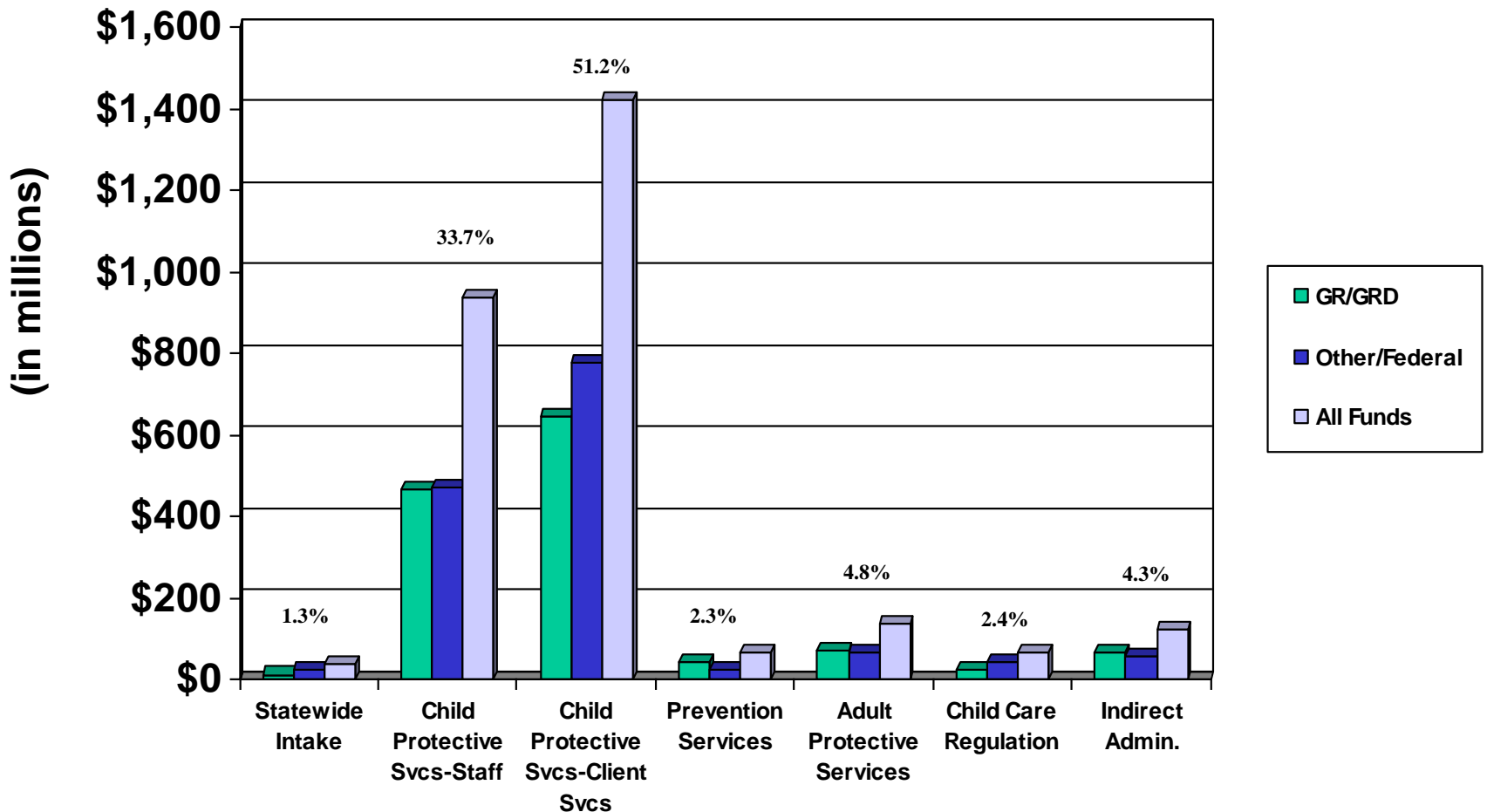
Comparison of Current Biennium with H.B. 1

Description	FY2012-13 Exp/Bud (LBE)	FY2014-15 House Bill 1
GOAL 1 – Statewide Intake Services	\$36,417,452	\$36,417,452
GOAL 2 – Child Protective Services	\$2,265,451,117	\$2,360,334,207
GOAL 3 –Prevention Programs	\$66,791,050	\$64,095,485
GOAL 4 –Adult Protective Services	\$134,451,721	\$134,451,721
GOAL 5 –Child Care Regulation	\$66,443,535	\$66,443,535
GOAL 6 – Indirect Administration	\$120,512,919	\$120,599,102
TOTAL AGENCY REQUEST	\$2,690,067,794	\$2,782,341,502
General Revenue	\$1,251,191,773	\$1,312,096,102
General Revenue-Dedicated	\$11,392,403	\$11,392,403
Other Funds	\$16,745,735	\$17,020,187
Federal Funds	\$1,410,737,883	\$1,441,832,810
TOTAL, METHOD OF FINANCING	\$2,690,067,794	\$2,782,341,502
FTEs (FY2013 and FY2015)	11,130.0	11,130.0

Summary of H.B. 1 Issues

- Adds GR to continue funding FY 2013 appropriated FTEs for CPS Direct Delivery Staff
- Adds GR to cover the LBB estimated caseload growth for foster care, adoption subsidies, and permanency care assistance
- Maintains the FY 2012-13 funding level for most programs
 - Additional direct delivery staff needed to address growing caseloads is not funded (requested as exceptional items)
 - Additional purchased client services funding needed to address client growth is not funded (requested as exceptional items)

Funding by Program



Clients Served in Selected Programs

Program	FY 2013	FY 2014 HB 1	FY 2015 HB 1
Number of Calls Received by Statewide Intake	817,536	839,114	860,692
Monthly Children Served in DFPS-Paid Foster Care	15,843	16,321	17,037
Monthly Children Provided Adoption Subsidy	38,519	41,085	43,753
Monthly Children Provided Permanency Care Assistance	959	1,339	1,514
Monthly Children Receiving Relative Caregiver Monetary Assistance	1,106	1,044	1,048
Monthly Children Provided Foster Day Care	504	482	482
Monthly Children Provided Relative Day Care	311	292	290
Monthly Children Provided Protective Day Care	1,042	1,042	1,053
Monthly STAR Youth Served	5,801	5,633	5,468
Monthly CYD Youth Served	5,535	5,373	5,217
Monthly Clients Receiving Adult Protective Services	8,852	9,116	9,373

Summary of Exceptional Items

Agency Exceptional Items	FY 2014		FY 2015		BIENNIAL TOTAL		FY 2014	FY 2015
	GR/GRD	All Funds	GR/GRD	All Funds	GR/GRD	All Funds	FTEs	FTEs
HB 1 Introduced Bill	651,684,450	1,376,172,910	671,804,055	1,406,168,592	1,323,488,505	2,782,341,502	11,130.0	11,130.0
Exceptional Items:								
1 Ensure Solid Foundation for Delivery of Current Services	18,281,285	19,632,697	20,163,596	21,514,936	38,444,881	41,147,633	104.9	111.2
a. Direct Delivery Staff to Maintain Caseloads	5,237,174	5,897,475	4,828,068	5,406,644	10,065,242	11,304,119	101.9	108.2
b. Caseload Growth for Relative Caregiver Program	910,217	910,217	1,362,631	1,362,631	2,272,848	2,272,848	-	-
c. Caseload Growth for Foster and Protective Day Care	5,523,444	6,020,295	5,588,393	6,169,021	11,111,837	12,189,316	-	-
d. Caseload Growth for CPS Purchased Client Services	4,767,435	4,795,536	6,541,489	6,567,466	11,308,924	11,363,002	3.0	3.0
e. Updates to Casework System Applications	1,843,015	2,009,174	1,843,015	2,009,174	3,686,030	4,018,348	-	-
2 Improve Staff Retention	18,895,468	21,321,130	20,582,423	22,671,134	39,477,891	43,992,264	6.1	6.1
a. Targeted Pay Increase for Direct Delivery Staff	12,632,848	14,155,409	14,440,137	15,657,151	27,072,985	29,812,560	-	-
b. Strengthen Leadership Skills	728,978	815,431	595,219	663,693	1,324,197	1,479,124	6.1	6.1
c. On-Call Pay	5,533,642	6,350,290	5,547,067	6,350,290	11,080,709	12,700,580	-	-
3 Improve Safety for Children	38,879,950	44,116,810	42,371,778	48,172,888	81,251,728	92,289,698	833.0	878.2
a. Decrease CPS Delinquent Investigations	19,939,745	22,794,253	23,945,012	27,384,860	43,884,757	50,179,113	414.3	459.5
b. Reduce CPS Conservatorship Caseload to FY 09 Level	16,387,779	18,729,967	16,211,504	18,542,922	32,599,283	37,272,889	374.0	374.0
c. Investigate Illegal Day Care Operations	2,552,426	2,592,590	2,215,262	2,245,106	4,767,688	4,837,696	44.7	44.7
4 Enhance Service Delivery by Improving Program Infrastructure	33,435,686	37,897,346	23,738,308	26,975,571	57,173,994	64,872,917	377.9	380.0
a. Reduce Supervisor Span of Control	18,415,900	21,027,627	16,632,494	18,994,558	35,048,394	40,022,185	377.9	380.0
b. Improve Assessment and Service Delivery Processes	2,756,968	3,096,534	-	-	2,756,968	3,096,534	-	-
c. Improve Usability of Casework System	12,262,818	13,773,185	7,105,814	7,981,013	19,368,632	21,754,198	-	-
5 Keep Children Out of Foster Care	9,578,301	10,605,093	8,880,562	9,801,752	18,458,863	20,406,845	147.4	147.4
a. Strengthen CPS Kinship Services	7,115,754	8,136,624	6,407,011	7,328,201	13,522,765	15,464,825	147.4	147.4
b. Increase Relative Caregiver Monetary Assistance	2,462,547	2,468,469	2,473,551	2,473,551	4,936,098	4,942,020	-	-
6 Increase Prevention Services	14,630,157	14,637,328	14,524,483	14,529,419	29,154,640	29,166,747	14.2	14.2
a. STAR	3,122,360	3,125,491	3,076,221	3,078,376	6,198,581	6,203,867	6.2	6.2
b. CYD	2,978,055	2,979,368	2,958,706	2,959,610	5,936,761	5,938,978	2.6	2.6
c. Texas Families	1,616,304	1,617,112	1,604,397	1,604,953	3,220,701	3,222,065	1.6	1.6
d. Other At-Risk	6,913,438	6,915,357	6,885,159	6,886,480	13,798,597	13,801,837	3.8	3.8
Total Exceptional Items	133,700,847	148,210,404	130,261,150	143,665,700	263,961,997	291,876,104	1,483.5	1,537.1
Exceptional Items Percent Increase	20.5%	10.8%	19.4%	10.2%	19.9%	10.5%	13.3%	13.8%
HB 1 Introduced Bill + Exceptional Items	785,385,297	1,524,383,314	802,065,205	1,549,834,292	1,587,450,502	3,074,217,606	12,613.5	12,667.1



Appendix – Exceptional Item Requests

**Priority 1 Ensure Solid Foundation
for Delivery of Current Services**

#1a – Direct Delivery Staff to Maintain Caseloads

A growing Texas population means more reports of abuse and neglect and more cases to work. Based on forecasted workload increases, the following staff are needed:

- Additional staff to maintain the FY 2013 average daily caseload for:
 - CPS Investigative caseworkers
 - CPS Conservatorship caseworkers

- Additional staff to maintain the FY 2013 appropriated caller hold time and associated abandonment rate in the Statewide Intake Call Center.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	5,237,174	4,828,068	10,065,242
All Funds	5,897,475	5,406,644	11,304,119

FTEs	101.9	108.2	
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Program Impact	FY 2014	FY 2015
Average daily caseload – CPS Investigations	24.2	24.4
Average daily caseload – CPS Conservatorship	33.2	32.4
Average hold time in minutes at Statewide Intake call center	8.7	8.7
Call abandonment rate at Statewide Intake call center	30%	30%

#1b – Caseload Growth for Relative Caregiver Program

Additional funding is requested to address the forecasted caseload growth in the Relative Caregiver Placement program.

This program provides the following support to relatives who provide an unpaid placement for children in DFPS managing conservatorship:

- Monetary assistance of a one-time integration payment of \$1,000 per sibling group and annual reimbursement of \$500 per child.
- Day care services to relatives who work full time.

Without this support, many relatives would be unable to provide a placement option and the children would be placed in paid foster care, a less desirable setting for the child and more costly for the State.

Comparison of average monthly cost:

Foster care = \$1,898

First Year Relative placement = \$707 including day care (toddler rate)

Difference = \$1,191 less per month

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	910,217	1,362,631	2,272,848
All Funds	910,217	1,362,631	2,272,848

Program Impact	FY 2014	FY 2015
Mo. Number of children receiving monetary assistance	42	87
Mo. Number of children receiving relative day care services	15	16

#1c – Caseload Growth for Foster and Protective Day Care

Additional funding is requested to address the forecasted caseload growth in the foster day care and protective day care programs.

- ❑ Foster day care is provided for foster parents who work full time. Without this assistance, many current and future foster parents would not be able to provide a placement option. This would cause foster family home capacity to suffer, negatively impacting the agency’s ability to place children close to their home community and with their siblings.
- ❑ Protective day care is used to help ensure safety of children who are in open CPS cases whose families are working to resolve their issues. If not funded, there would likely be an increase in the number of children in paid foster care.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	5,523,444	5,588,393	11,111,837
All Funds	6,020,295	6,169,021	12,189,316

Program Impact	FY 2014	FY 2015
Mo. Number of children receiving foster day care services	42	50
Mo. Number of children receiving protective day care services	300	300

#1d – Caseload Growth for CPS Purchased Client Services

- ❑ Funding is needed for CPS purchased services for children and families to keep pace with caseload growth, a factor of the growing Texas population.

Examples: drug testing, parenting classes, psychological evaluation, individual and group counseling, relative home assessments for placement, purchased adoption services, Preparation for Adult Living services, and post-adoption services.

- ❑ Also includes restoration of the state matching funds replaced with assumed local match for purchased adoption services, Preparation for Adult Living services, and post-adoption services.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	4,767,435	6,541,489	11,308,924
All Funds	4,795,536	6,567,466	11,363,002

FTEs	3.0	3.0	
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Program Impact	FY 2014	FY 2015
Number of clients receiving services	3,553	7,116

#1e – Updates to Casework System Applications

The agency’s automated casework systems – IMPACT and CLASS – are necessary for caseworkers to do their jobs. All client records are electronic and case documentation is done through a complex array of software and equipment.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	1,843,015	1,843,015	3,686,030
All Funds	2,009,174	2,009,174	4,018,348

This request is for operational modifications to keep these systems current and consistent with state and federal laws and agency policies. The item will preserve caseworkers’ current productivity and efficiency.

Examples of the needs that have been addressed in past years include the following:

IMPACT

- Foster Care Redesign
- Department of Public Safety; web service for immediate background checks
- CPS day care request automation

CLASS

- Controlling Person
- Temporary Shelter
- CLASS search improvement

Priority 2 Improve Staff Retention #2a – Targeted Pay Increases

- ❑ This item requests changes to the current career ladder for caseworkers. For FY 12, the turnover rate was 37.8% for new CPS caseworkers and 34.7% for new APS caseworkers.
 - Changes the step increases from 7% to 10%.
 - Provides the step increases sooner in the worker’s tenure, at 9 months instead of 12-24 months.
- ❑ Increases supervisor pay by 3% to fund the SAO reclassification recommendation and to maintain an adequate pay differential between caseworkers and supervisors.
- ❑ Provides pay increases of 4-7% for targeted degrees for which DFPS is statutorily required to recruit.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	12,632,848	14,440,137	27,072,985
All Funds	14,155,409	15,657,151	29,812,500

Program Impact	Current	New
CPS average caseworker turnover rate	26.1%	22.2%
APS average caseworker turnover rate	19.5%	17.4%
Annual average salary – Caseworker II	32,879	33,865
Annual average salary – Supervisor I	41,108	42,341

Priority 2 Improve Staff Retention #2b – Strengthen Leadership Skills

Retention can be improved by enhancing the skills of agency managers. This request is for:

- An assessment of current manager training needs and how to meet those needs
- additional trainer FTEs
- additional funds to purchase proven leadership development training

This will improve organizational effectiveness through the development and delivery of highly effective educational courses that are agency/program specific, and other tools such as mentorship program, that will assist leaders in achieving excellence.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	728,978	595,219	1,324,197
All Funds	815,431	663,693	1,479,124
FTEs	6.1	6.1	

**Priority 2 Improve Staff Retention
#2c – On-call Pay**

DFPS staff work to protect vulnerable Texans 24 hours per day. To meet this mission, DFPS must have staff on-call after regular hours, on weekends and on holidays. This can affect workers by limiting their off-hour activities, requiring child care at a moment's notice, and creating the need for the worker to be readily available.

This request is for the funds to pay staff for on-call time at a rate of one hour for each day on-call during the normal work week, and two hours for each day on-call during weekends and holidays. This pay will be in addition to actual hours worked during on-call status. DFPS will need rider authority to use on-call pay.

Currently, an average of 650 DFPS staff are affected by the requirement to be on-call on any given day.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	5,533,642	5,547,067	11,080,709
All Funds	6,350,290	6,350,290	12,700,580

Priority 3 Improve Safety for Children

#3a – Decrease CPS Delinquent Investigations

DFPS defines a delinquent investigation as one open more than 60 days. As the number of delinquent investigations increases, serious concerns about child safety are raised.

DFPS is asking for more investigative staff to achieve a goal of only 10% of cases in a delinquent status.

A 10% standard would account for cases that must be open more than 60 days for reasons such as law enforcement involvement.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	19,939,745	23,945,012	43,884,757
All Funds	22,794,253	27,384,860	50,179,113

FTEs	414.3	459.5	
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Program Impact	Current	New
Average daily caseload – CPS Investigations	24.4	16.3

Priority 3 Improve Safety for Children

#3b – Reduce CPS Conservatorship Caseload to FY09 Level

The 80th Legislature funded CPS Reform Continued which included additional CPS conservatorship staff to meet the federal standard for caseworkers to have monthly face-to-face visits with 90% of children in care. By FY 2009, CPS conservatorship caseloads were at their lowest at an average of 28.4.

Since that time, there has been an 11% growth in the average monthly number of children in conservatorship, while the number of caseworker positions has remained constant. Additionally, the federal standard for face-to-face visits will increase to 95% for FY 2015.

More conservatorship caseworkers are requested to bring the average daily caseload down to the FY 2009 level. This will improve the ability for caseworkers to have meaningful face-to-face visits with children.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	16,387,779	16,211,504	32,599,283
All Funds	18,729,967	18,542,922	37,272,889

FTEs	374.0	374.0	
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Program Impact	Current	New
Average daily caseload – CPS Conservatorship	32.6	28.4

Priority 3 Improve Safety for Children

#3c – Investigate Illegal Day Care Operations

An ongoing challenge for Child Care Licensing is the regulation of illegal day care operations. Child Care Licensing does not have enough staff to proactively find and regulate these illegal operations.

- Currently the only illegal operations that are investigated are the ones reported to the agency.
- In FY12 there were 943 reports of illegal operations investigated.

Without regulatory oversight such as backgrounds checks and inspections, undetected illegal operations pose a significant danger to children.

This item will provide statewide resources to identify, research and investigate illegal operations, reducing the risks to children in unregulated care.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	2,552,426	2,215,262	4,767,688
All Funds	2,592,590	2,245,106	4,837,696
FTEs	44.7	44.7	

Priority 4 Enhance Service Delivery by Improving Program Infrastructure

#4a – Reduce Supervisor Span of Control

Improved supervisory support leads to higher quality casework because it results in caseworkers with more tenure, knowledge, and skills. Higher quality casework leads to better outcomes for clients. This was a critical component of CPS Reform.

In an effort to honor CPS Reform principles and ensure appropriate regulatory oversight, this item requests additional supervisors and other support staff to achieve a lower supervisor span of control for the following areas:

- CPS investigations
- CPS conservatorship
- Child Care Licensing

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	18,415,900	16,632,494	35,048,394
All Funds	21,027,627	18,994,558	40,022,185

FTEs	377.9	380.0	
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Program Impact	Current	New
Ratio of Supervisors to Workers – CPS Investigations	1 to 6	1 to 5
Ratio of Supervisors to Workers – CPS Conservatorship	1 to 7	1 to 6
Ratio of Supervisors to Workers – Child Care Licensing	1 to 7	1 to 6

#4b – Improve Assessment and Service Delivery Processes

- ❑ CPS is seeking authority and funding to implement an alternative response model for investigations.
 - A less adversarial approach used in cases with less immediate risk of serious harm.
 - Provides services and no formal finding or designation of a perpetrator.
 - Nationally has resulted in a reduction in number of families re-reported to CPS.

- ❑ APS is developing a new casework practice model that includes a new risk assessment tool.
 - Identifies level of client risk to help guide decision making on the provision of services.
 - Increases consistency and accuracy of caseworker decisions.
 - Targets resources to adults most in need of services.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	2,756,968		2,756,968
All Funds	3,096,534		3,096,534

This request is for the funds to modify the automated casework system, IMPACT, for these two significant new practice models.

***Priority 4 Enhance Service Delivery by
Improving Program Infrastructure***
#4c – Improve Usability of Casework System

This request is for a re-engineering project to modernize the agency’s automated casework system – IMPACT.

- IMPACT infrastructure has not changed in 17 years, and has become inefficient for users and costly to maintain.
- IMPACT is necessary for caseworkers to do their jobs.
- All client records are electronic.
- Case documentation is done through a complex array of software and equipment.

The changes funded by this item will make IMPACT easier for caseworkers to use which should result in caseworkers having more time with clients. Additionally, the system will be more responsive to changes which means updates will be available to caseworkers sooner.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	12,262,818	7,105,814	19,368,632
All Funds	13,773,185	7,981,103	21,754,198

Priority 5 Keep Children Out of Foster Care #5a – Strengthen CPS Kinship Services

Additional kinship staff is requested to support ongoing efforts to divert children from paid foster care by placing them with a relative.

- The number of children who are placed with relatives has grown 18% since FY 10.
- Staffing to support kinship placements has not grown since FY 09 and is now insufficient to properly assist kinship caregivers.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	7,115,754	6,407,011	13,522,765
All Funds	8,136,624	7,328,201	15,464,825

FTEs	147.4	147.4	
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Program Impact	Current	New
Average Daily Caseload	49.7	30.0
Ratio of Supervisors to Workers	1 to 12	1 to 7

This item includes:

- More caseworkers to reduce the average daily caseload so that caseworkers can spend more time supporting kinship families.
- More supervisors to lower their span of control thus improving the quality of kinship casework.

Priority 5 Keep Children Out of Foster Care

#5b – Increase Relative Caregiver Monetary Assistance

The Relative and Other Designated Caregiver Placement Program was authorized in SB 6, 79th Legislature, and provides assistance to relatives for children who are placed in their care. Part of this assistance may include a one-time integration payment of \$1,000 per sibling group.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	2,462,547	2,473,551	4,936,098
All Funds	2,468,469	2,473,551	4,942,020

There have been no changes to the monetary assistance amounts specified in statute for this program.

DFPS is requesting to modify this program by paying \$1,000 per child rather than per sibling group. When siblings are involved, \$1,000 is insufficient to cover the kinds of expenses envisioned by this legislation – beds, shoes, clothes, formula, diapers, and other necessary items.

The alternative to relative care is paid foster care which is far more costly (an average of \$1,898 per child per month).

Priority 6 Increase Prevention Services

This request is to fund prevention services at the level appropriated for FY 2011.

- STAR - \$2,717,558 GR/yr.
- CYD - \$2,808,299 GR/yr.
- Texas Families - \$1,511,839 GR/yr.
- Other At-Risk - \$6,665,334 GR/yr.

MOF	Request FY 2014	Request FY 2015	Totals
GR Related	14,630,157	14,524,483	29,154,640
All Funds	14,637,328	14,529,419	29,166,747

FTEs	14.2	14.2	
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Program Impact	FY 2014	FY 2015
Average monthly number of youth served in STAR	837	813
Average monthly number of youth served in CYD	2,995	2,907
Average monthly number of families served in Texas Families Together and Safe	336	326
Average monthly number served in Other At-Risk Programs	4,412	4,283

DFPS Needs Contained in Other Requests

Department of State Health Services

- Substance Abuse
 - Capacity to support and treat 1000 DFPS clients who need pregnant postpartum intervention
 - Capacity to support and treat 3000 DFPS clients who need substance abuse treatment
- DFPS Diversion – Child and Adolescent Mental Health
 - 10 residential treatment beds for children at risk of parental relinquishment of custody due to severe emotional disturbance and inability to access necessary services

Department of Aging and Disability Services

- Promoting Independence
 - 192 HCS slots for children aging out of foster care
 - 25 HCS slots for children with IDD in DFPS custody who reside in a General Residential Operation

Health and Human Services Commission Consolidated Budget

- Residential Provider Rate Increase