



# Presentation to the House Appropriations Committee

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## Department of Family and Protective Services

*Judge John J. Specia, Commissioner*  
*Tracy Henderson, Chief Financial Officer*  
*February 17, 2015*

# Mission Statement

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*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) – Goal A**

Takes reports of abuse, neglect, and exploitation 24-hours a day, every day of the year through the Texas Abuse Hotline (1-800-252-5400) and TxAbuseHotline.org.

- **Child Protective Services (CPS) – Goal B**

Protects children from abuse and neglect through investigations, services, foster care, and adoption.

- **Prevention and Early Intervention (PEI) – Goal C**

Manages community-based programs and public awareness campaigns that prevent juvenile delinquency and child abuse and neglect.

- **Adult Protective Services (APS) – Goal D**

Protects people who are elderly and people with disabilities from abuse, neglect, and exploitation through investigations and services.

- **Child Care Licensing (CCL) – Goal E**

Regulates child day-care and residential child care, including residential treatment centers and child-placing agencies that screen and monitor foster and adoptive homes.

# FY 2014-15 Accomplishments: CPS Transformation

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The goal of CPS Transformation is to make CPS the highest quality child protective services system in the nation.

- A. Develop a professional and stable workforce.**
  - Utilized strategic recruiting and hiring practices.
  - Launched the mentoring program.
  - Shifted training from a classroom-based model to a field-based model.
- B. Ensure greater child safety, permanency, and well-being.**
  - Early adopters using Structured Decision Making.
  - Elevated Prevention and Early Intervention.
  - Created the Office of Child Safety.
- C. Establish more effective organization and operation.**
  - Streamlined and clearly defined policy.
  - Improving tools that utilize data to drive management decisions.

# FY 2014-15 Accomplishments: IMPACT Modernization

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- DFPS is modernizing our casework management system, IMPACT.
- The project is due to be completed in FY 2017.
- FY 2014 Milestones:
  - Completed the process of modernizing the critical financial, enrollment, and interface files from legacy COBOL to common JAVA.
  - Created external access to IMPACT for Court-Appointed Special Advocates (CASA).
  - Launched public interactive reports, a data-on-demand interactive website.

- Statewide Intake (SWI)
  - Successfully collaborated with the Child Advocacy Centers (CAC) of Texas and law enforcement on a successful pilot to increase coordination.
  - Provided consultation to abuse hotlines in other states.
  - SWI successfully implemented major rollout of Telework.
- Prevention and Early Intervention (PEI) –
  - Implemented an innovative community-based program (HOPES) in eight counties at high risk for abuse and neglect.
  - Office of Child Safety (OCS)
    - Partnered with DSHS to produce joint report, a “Strategic Plan to Reduce Child Fatalities,” which matches child fatality data to vital records to help identify risk factors and protective factors.
    - OCS will also produce an annual child fatality report which will focus on reporting child fatality data and identifying trends.

# FY 2014-15 Accomplishments: APS and CCL

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- Adult Protective Services (APS)
  - Implemented SHIELD (Strategies That Help Intervention and Evaluation Leading to Decisions), which provides tools that guide In-Home caseworkers through information gathering and decision-making.
    - Safety Assessment
    - Risk of Recidivism Assessment
    - Strengths and Needs Assessment
- Child Care Licensing
  - With resources provided by the 83<sup>rd</sup> Legislature, Child Care Licensing (CCL) has been investigating unlicensed child care providers.
    - Over 750 unlicensed child care providers have submitted applications to become Listed, Licensed, Registered or Exempted.
    - Nearly 300 were closed due to high risk.

# FY 2015 Additional Funding Needs – \$29.0 million GR

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## Child Protective Services (CPS)

### Entitlement Programs

- **Foster Care Payments - \$21.1 million GR or federal TANF**
  - Compared to the S.B. 1 target of 16,193, approximately 216 more children per month in Foster Care would receive foster care payments.

### Non-Entitlement Programs and Services

- **Relative and Other Caregiver Monetary Assistance Payments - \$2.6 million**
  - Placements of children with relatives continues to increase, 365 more children per month than the S.B. 1 target of 1,272.
- **Day Care Services - \$3.2 million GR**
  - Even with cost-containment measures, protective day care expenditures continue to outpace funding, providing more than 25,000 days of care per month than assumed in S.B. 1.
- **Purchased Substance Abuse Testing & Services - \$2.1 million GR**
  - The number of family members receiving substance abuse testing and services has experienced double digit growth for the last two years and expenditures are growing.



# Comparison of Current Biennium with H.B. 1

Description	FY 2014-15 Exp/Bud (LBE)	FY 2016-17 Introduced bill
GOAL 1 – Statewide Intake Services	\$40,833,119	\$41,753,235
GOAL 2 – Child Protective Services	\$2,613,569,104	\$2,752,232,666
GOAL 3 –Prevention Programs	\$80,704,876	\$90,953,288
GOAL 4 –Adult Protective Services	\$137,505,504	\$139,570,140
GOAL 5 –Child Care Regulation	\$74,229,675	\$76,712,497
GOAL 6 – Indirect Administration	\$103,678,018	\$106,076,389
GOAL 7 – Automated Systems	\$63,304,928	\$62,784,362
<b>TOTAL AGENCY REQUEST</b>	<b>\$3,113,825,224</b>	<b>\$3,270,082,577</b>
General Revenue	\$1,515,815,764	\$1,687,438,734
General Revenue-Dedicated	\$11,371,403	\$11,371,403
Other Funds	\$18,603,036	\$19,447,209
Federal Funds	\$1,568,035,021	\$1,551,825,231
<b>TOTAL, METHOD OF FINANCING</b>	<b>\$3,113,825,224</b>	<b>\$3,270,082,577</b>
FTEs (FY 2015 and FY 2017)	12,272.3	12,378.7

# Summary of H.B. 1 Issues

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## Staff Direct Delivery Programs (CPS, APS, CCL, PEI & SWI)

- H.B. 1 provides funding and FTEs at the projected FY 2015 levels and annualized for all 24 months of the 2016-17 biennium.
- This amount significantly funds our request for maintaining services.

## Purchased Client Services (CPS)

- For non-entitlement purchased client services, additional funding may be needed to address client growth (requested as Exceptional Item).

# Summary of H.B. 1 Issues

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## CPS Entitlement Programs

- Foster Care Payment caseloads and monthly costs in H.B. 1 funding are higher than HHSC current foster care caseload projections by \$13.4 million GR and \$17.9 million AF.

Foster Care – 16,667 in FY 2016 and 16,879 in FY 2017

- Adoption Subsidy caseloads are lower than HHSC current caseload projections (requested as an Exceptional Item).

Adoption Subsidies – 46,608 in FY 2016 and 49,379 in FY 2017

- Permanency Care Assistance (PCA) caseloads are lower than HHSC current caseload projections (requested as an Exceptional Item).

PCA Payments – 2,947 in FY 2016 and 3,388 in FY 2017

# Summary of H.B. 1 Issues

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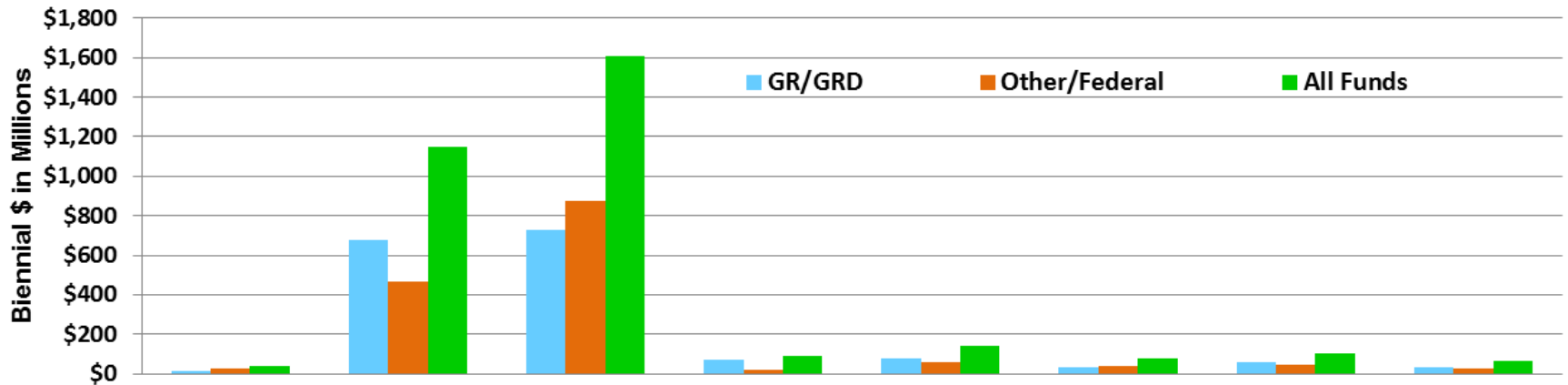
## IMPACT

- Funding to continue the last biennium of IMPACT Modernization is recommended in H.B. 1.
- The modernization process updates the infrastructure of the legacy system. There are additional enhancements and changes requested as Exceptional Items.

## DIR Data Center Services

- Funding for the Department of Information Resources' Data Center Services significantly supports our request.

# H.B. 1 FY 2016-17 by Goal/Program

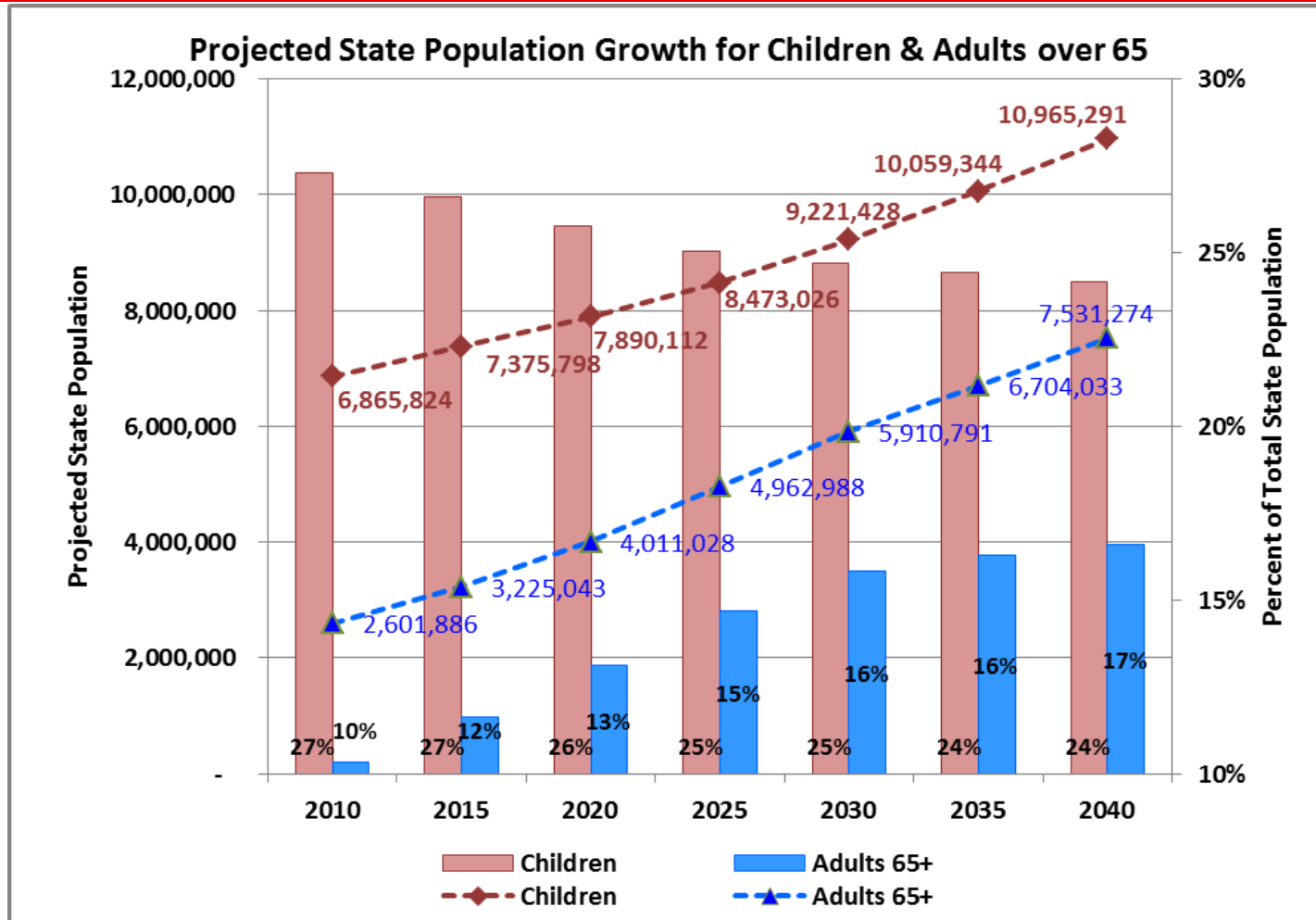


	Statewide Intake	CPS-Staffing	CPS-Client Services	Prevention Services	Adult Protective Services	Child Care Regulation	Indirect Admin.	Automated Systems
<b>GR/GRD</b>	\$ 16.0	\$ 676.4	\$ 730.5	\$ 70.1	\$ 77.7	\$ 34.2	\$ 59.1	\$ 34.7
<b>Federal/Other</b>	\$ 25.7	\$ 469.2	\$ 876.1	\$ 20.9	\$ 61.8	\$ 42.5	\$ 47.0	\$ 28.0
<b>All Funds</b>	\$ 41.8	\$ 1,145.6	\$ 1,606.6	\$ 91.0	\$ 139.6	\$ 76.7	\$ 106.1	\$ 62.8

# Clients Served in Selected Programs

Program	FY 2015	FY 2016 HB 1	FY 2017 HB 1
Number of Calls Received by Statewide Intake	790,402	802,258	814,292
Monthly Children Served in DFPS-Paid Foster Care	16,590	16,871	17,140
Monthly Children Provided Adoption Subsidy	43,917	46,300	48,684
Monthly Children Provided Permanency Care Assistance	2,047	2,615	3,183
Monthly Children Receiving Relative Caregiver Monetary Assistance	1,470	1,483	1,496
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	5,539	5,618	5,697
Monthly CYD Youth Served	7,363	7,607	7,859
Monthly Clients Receiving Adult Protective Services	8,199	8,463	8,762
Number of Child Care Licenses, Certifications, Registrations & Listings	32,434	32,697	32,803

# Population Growth 2010-2040



Projections are from the Texas State Data Center

## Exceptional Item Priorities

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1. Ensure a Solid Foundation for Delivery of Current Service
2. Implement CPS Transformation
3. Support Safety Initiatives for Vulnerable Children and Adults
4. Continue Foster Care Redesign
5. Comply with New Federal Laws and Requirements
6. Improve Records Management and Access
7. Build Stronger External Partnerships



# Summary of Exceptional Items

Agency Exceptional Items	FY 2016		FY 2017		BIENNIAL TOTAL		FY 2016	FY 2017
	GR/GRD	All Funds	GR/GRD	All Funds	GR/GRD	All Funds	FTEs	FTEs
<b>1 Ensure Solid Foundation</b>	<b>\$18,925,434</b>	<b>\$20,542,937</b>	<b>\$18,747,171</b>	<b>\$21,611,904</b>	<b>\$37,672,605</b>	<b>\$42,154,841</b>	<b>0.0</b>	<b>0.0</b>
a. Maintain Services for Vulnerable Children, Adults and Their Families - Entitlement	\$1,443,362	\$2,783,574	\$2,926,199	\$5,724,311	\$4,369,561	\$8,507,885	0.0	0.0
b. Maintain Services for Vulnerable Children, Adults and Their Families - Non-Entitlement	\$12,841,998	\$12,841,998	\$14,137,861	\$14,137,861	\$26,979,859	\$26,979,859	0.0	0.0
c. Maintain Essential Caseworker Tools	\$4,640,074	\$4,917,365	\$1,683,111	\$1,749,732	\$6,323,185	\$6,667,097	0.0	0.0
<b>2 Implement CPS Transformation</b>	<b>\$40,197,261</b>	<b>\$41,532,788</b>	<b>\$14,804,673</b>	<b>\$16,015,317</b>	<b>\$55,001,934</b>	<b>\$57,548,105</b>	<b>123.6</b>	<b>123.6</b>
a. Increase Time with Families by Improving Worker Supports and Systems	\$34,776,618	\$35,474,175	\$9,536,002	\$10,155,689	\$44,312,620	\$45,629,864	96.2	96.2
b. Develop a Professional /Stable Workforce	\$3,855,612	\$4,310,052	\$3,829,202	\$4,259,242	\$7,684,814	\$8,569,294	7.1	7.1
c. Effective Organization and Operations	\$1,565,031	\$1,748,561	\$1,439,469	\$1,600,386	\$3,004,500	\$3,348,947	20.3	20.3
<b>3 Support Safety Initiatives for Vulnerable Children and Adults</b>	<b>\$43,084,625</b>	<b>\$45,886,722</b>	<b>\$36,181,697</b>	<b>\$37,639,418</b>	<b>\$79,266,322</b>	<b>\$83,526,140</b>	<b>180.8</b>	<b>180.8</b>
a. Get Up-To-Date Criminal Background Checks	\$1,604,167	\$1,751,323	\$874,323	\$956,080	\$2,478,490	\$2,707,403	0.0	0.0
b. Increase Support and Services for High Risk CPS Families and Military Families	\$17,986,532	\$18,128,047	\$20,656,429	\$20,658,507	\$38,642,961	\$38,786,554	6.1	6.1
c. Children in Foster Care	\$3,745,412	\$3,941,067	\$3,380,408	\$3,548,588	\$7,125,820	\$7,489,655	51.9	51.9
d. Children in Licensed Child Care	\$4,926,173	\$5,600,886	\$3,332,392	\$3,905,836	\$8,258,565	\$9,506,722	60.9	60.9
e. Elder Adults and Individuals with Disabilities	\$1,507,252	\$1,648,451	\$1,295,504	\$1,411,939	\$2,802,756	\$3,060,390	9.7	9.7
f. Create More Tenure and Experience in Direct Delivery Staff	\$7,116,840	\$7,939,935	\$2,419,075	\$2,644,351	\$9,535,915	\$10,584,286	4.1	4.1
g. Improve Outcomes for Foster Care Children	\$1,006,041	\$1,008,482	\$1,006,137	\$1,008,482	\$2,012,178	\$2,016,964	0.0	0.0
h. Use Data More Effectively to Improve Child Safety	\$5,192,208	\$5,868,531	\$3,217,429	\$3,505,635	\$8,409,637	\$9,374,166	48.1	48.1
<b>4 Continue Foster Care Redesign</b>	<b>\$4,820,258</b>	<b>\$4,851,421</b>	<b>\$6,309,358</b>	<b>\$6,356,141</b>	<b>\$11,129,616</b>	<b>\$11,207,562</b>	<b>3.0</b>	<b>5.1</b>
<b>5 Comply with new Federal Laws</b>	<b>\$19,605,712</b>	<b>\$22,216,621</b>	<b>\$12,664,778</b>	<b>\$13,773,531</b>	<b>\$32,270,490</b>	<b>\$35,990,152</b>	<b>87.5</b>	<b>186.3</b>
a. Maintain Compliance with Federal Child Care Licensing Requirements	\$8,768,518	\$9,313,866	\$8,363,301	\$8,736,168	\$17,131,819	\$18,050,034	30.1	128.9
b. Ensure Health and Welfare of Medicaid HCBS Clients	\$1,305,416	\$1,573,159	\$1,393,439	\$1,691,909	\$2,698,855	\$3,265,068	27.9	27.9
c. Maintain Compliance with Sex Trafficking and Strengthening Families Act	\$9,531,778	\$11,329,596	\$2,908,038	\$3,345,454	\$12,439,816	\$14,675,050	29.5	29.5
<b>6 Improve Records Management and Access</b>	<b>\$3,224,229</b>	<b>\$3,558,642</b>	<b>\$2,811,073</b>	<b>\$3,089,944</b>	<b>\$6,035,302</b>	<b>\$6,648,586</b>	<b>67.2</b>	<b>67.2</b>
<b>7 Build Stronger External Partnerships</b>	<b>\$4,310,374</b>	<b>\$4,411,099</b>	<b>\$4,230,220</b>	<b>\$4,318,539</b>	<b>\$8,540,594</b>	<b>\$8,729,638</b>	<b>12.6</b>	<b>12.6</b>
a. Improve Stakeholder and External Coordination	\$960,374	\$1,061,099	\$880,220	\$968,539	\$1,840,594	\$2,029,638	12.6	12.6
b. Strengthen Joint Investigations	\$3,350,000	\$3,350,000	\$3,350,000	\$3,350,000	\$6,700,000	\$6,700,000	0.0	0.0
<b>Total -</b>	<b>\$134,167,893</b>	<b>\$143,000,230</b>	<b>\$95,748,970</b>	<b>\$102,804,794</b>	<b>\$229,916,863</b>	<b>\$245,805,024</b>	<b>474.7</b>	<b>575.6</b>

# Appendix – Exceptional Item Requests

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## Maintain Services for Vulnerable Children and Their Families - Entitlement

Additional funding is requested to address the forecasted caseload growth in Adoption Subsidies and Permanency Care Assistance (PCA) Payments. These programs are considered to be entitlement services that assist caregivers with the costs of the child's special needs and non-recurring legal expenses.

- **Adoption Subsidies** - incremental increase in average monthly caseloads of 308 in FY 2016 and 387 in FY 2017.
- **PCA Payments** - incremental increase in average monthly caseloads of 333 in FY 2016 and 505 in FY 2017.

The biennial cost is \$4.4 million GR and \$8.5 million AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.4	2.9	4.4
All Funds	2.8	5.7	8.5

<b>FTEs</b>	-	-
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
Average Number of Children Provided Adoption Subsidy per Month	46,609	49,380
Average Monthly Number of Children Receiving Permanency Care Assistance	2,948	3,688



## Maintain Services for Vulnerable Children and Their Families – Non-Entitlement

Additional funding is requested to address the forecasted caseload growth and increased expenditures in the following Non-entitlement programs:

- Day Care programs - \$7.7 million GR and AF
- Relative and Other Care-giver Monetary Assistance - \$3.3 million GR and AF
- Projected increased demand for CPS Purchased services - \$16.0 million GR and AF

*CPS purchased services include: parenting classes, psychological evaluation, individual and group counseling, drug testing, relative home assessments for placement, purchased adoption services, and post-adoption services.*

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	12.8	14.1	27.0
All Funds	12.8	14.1	27.0

FTEs	-	-
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Program Impact	FY 2016	FY 2017
Avg. # Days TWC Foster Day Care Paid per Month	672	824
Avg. # Days Relative Day Care Paid per Month	701	1,127
Avg. # Days Protective Paid per Month	9,126	10,314
Avg. Monthly # of Children Receiving Relative Caregiver Assistance	1,707	1,732

## Maintain Essential Caseworker Tools

Technology systems and tools are essential to performing DFPS activities. This item would fund tools that help workers more efficiently perform their duties.

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	4.6	1.7	6.3
All Funds	4.9	1.8	6.7

FTEs	-	-
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- The capital budget requests to replace the end-of-life Automated Call Distributor system totals \$3.0 million GR and All Funds. One-time hardware costs are \$1.7 million and annual recurring costs would be \$0.8 million for on-going maintenance, licensing and system upgrades.
- Nearly 10,000 smartphones have been assigned to agency staff. DFPS purchases used smartphones (which will be three years old in FY 2016) and four versions from the current technology. The cost to refresh smart phones is \$3.3 million GR and \$3.7 million AF.

## Increase Time with Families by Improving Worker Supports and Systems

This request would fund several initiatives to implement CPS Transformation recommendations to better support caseworkers and increase time with.

IMPACT modifications include:

- Incorporate enhancements to support Structured Decision Making.
- Implement a batch process for printing and mailing large volumes of letters.
- Create a vendor portal to enable service providers to timely report the delivery of services.

The capital budget cost for IMPACT enhancement is \$33.1 million GR and AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	34.8	9.5	44.3
All Funds	35.5	10.2	45.7

<b>FTEs</b>	96.2	96.2
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- This initiative would additionally expand the number of caseworker support centers where administrative resources of CPS units could be consolidated. The biennial cost is \$1.6 million GR and \$1.8 million AF.
- In rural areas where a support center is not feasible, add an administrative support person – 73 FTEs and \$6.4 million GR and \$7.2 million AF.

## Develop Professional/Stable Workforce

This request consists of three initiatives from CPS Transformation to develop and stabilize the workforce.

- Expand CPS candidate outreach to recruit new caseworkers and improve the candidate testing and screening process. – One FTE and \$2.0 million GR and \$2.2 million AF.
- Create a stipend program to support mentoring and training to new caseworkers (\$5.0 million GR and \$5.6 million All Funds). Approximately 845 staff would receive a monthly stipend up to \$300.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	3.9	3.8	7.7
All Funds	4.3	4.3	8.6

<b>FTEs</b>	7.1	7.1
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- Provide six FTEs to increase the capacity of online training and learning systems to support the changing business needs of DFPS programs and workers - \$0.8 million GR and AF.

## Sustain Transformation with Effective Organization and Operations

This request would sustain CPS Transformation initiatives prioritizing Effective Organization and Operations.

- Continue the Office of Child Safety
  - Allows for a centralized, independent review of child abuse and neglect fatalities and serious injuries that occur in cases for all DFPS programs.
  - Coordinates with Prevention and Early Intervention to build a comprehensive approach to target programs based on a community's individual needs
  - Responsible for cross-program initiatives that address preventable child fatalities and increase overall child safety.

The Office of Child Safety was created during FY 2015 and funding is needed for a full biennium – 5.1 FTEs and \$0.8 million GR and AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.6	1.4	3.0
All Funds	1.7	1.6	3.3

<b>FTEs</b>	20.3	20.3
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- Funds staff to analyze data and identify high risk areas around the state. There also are two regional administrative positions to facilitate management in Regions 6 (Houston) and 7 (Austin). The biennial cost is \$2.2 million GR and \$2.5 million AF and has 15 FTEs.



## Get Up-To-Date Criminal Background Checks

This request is for capital budget authority to automate real time updates on criminal history background checks from the Department of Public Safety into DFPS systems (CLASS and IMPACT).

The capital costs total \$2.3 million AF and includes:

1. Building a mechanism to allow providers or individuals to update their employment status with a child care operation;
2. Securing a connection to DPS to receive national “rap back” information for DFPS systems; and
3. Developing a process to subscribe and unsubscribe for rap backs to maintain federal compliance.

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	1.6	0.9	2.5
All Funds	1.8	1.0	2.7

FTEs	-	-
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Costs include a \$13 one-time subscription fee. The biennial cost for these fees totals \$370,000 for over 12,200 checks performed in FY 2016 and 16,100 checks in FY 2017.

## Increase Support and Services for High Risk CPS Families and Military Families

This request would expand and support prevention services through four initiatives targeting families at risk of abuse and neglect.

- Expand Project HOPES to eight additional counties each year of the biennium, serving 2,700 clients per month in FY 2016 and 4,200 clients per month in FY 17 at biennial cost of \$19.1 million GR and AF.
- Provide community-based services to families for approximately 850 additional clients monthly in FY 2016 and 1,080 monthly clients in FY 2017 at a biennial cost of \$10.0 million GR and AF.
- Provide prevention services to 1,500 military personnel and their families annually through a three-year pilot at a biennial cost of \$4.8 million GR & AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	18.0	20.7	38.6
All Funds	18.1	20.7	38.8

<b>FTEs</b>	6.1	6.1
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- There are two Capital Projects for Prevention:
  - Automate the Family Inquiry Network/Database Research System (FINDRS) for data matching between DFPS and the Department of State Health Services. The biennial cost is \$1.4 million GR and \$1.6 million AF.
  - Replace two outdated databases with one database to better track effectiveness of PEI services. The biennial cost is \$3.3 million GR and AF.



## Improve Child Safety in CPS Investigations and Conservatorship

This request is for three types of CPS specialized caseworkers.

**Master Conservatorship and Investigative workers** - Tenured staff who are deployed to assist with cases in high-vacancy or high-volume areas.

**Interregional Specialists (IS)** – Workers that reside in the region where a child is placed and conducts face-to-face visits and documented child updates for the primary caseworker.

The request would fund:

- Two Master Conservatorship Supervisors and 12 Master Specialists at a biennial cost of \$1.9 million GR and \$2.2 million AF.
- Three new Master Investigator Supervisors and one administrative support position at a biennial cost would of \$0.7 million GR and \$0.8 million AF.
- 29 IS caseworkers and four IS supervisors at a biennial cost of \$4.5 million GR and AF.

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	3.7	3.4	7.1
All Funds	3.9	3.5	7.5

FTEs	51.9	51.9
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Program Impact	FY 2016	FY 2017
CPS Daily Caseload per Worker: Sustitute Care	28.1	28.5

## Improve Safety for Children in Licensed Child Care

The workload of Residential Child Care Licensing (RCCL) staff is increasing as licensed operations increase their capacity to serve children. This request would allow RCCL to manage increasing workloads and to regulate the number of residential providers.

This request would fund:

- 20 inspectors, 20 investigators, and an additional nine supervisors.
- Four new Director positions and one Program Manager.

These additions would address existing management disparities, decrease caseloads, more evenly distribute the licensed operations across districts. The biennial cost is \$7.0 million GR and \$8.3 million AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	4.9	3.3	8.3
All Funds	5.6	3.9	9.5

<b>FTEs</b>	60.9	60.9
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
Avg. Monthly Residential Caseload per Monitoring Worker	12.0	12.1
Avg. Monthly Residential Caseload per Investigator	13.0	13.5

This request also includes \$1.2 million GR and AF for updating two capital projects in the Child Care Licensing Automated Support Systems (CLASS):

- Improve Fee Collection - \$0.4 million GR and AF.
- Automate the manual process for conducting regulatory enforcement plans – \$0.8 million GR and AF.



## Improve Safety for Elder Adults and Individuals with Disabilities

As the population of aging adults grows, Adult Protective Services needs additional resources.

- To ensure quality and timeliness in APS investigations of state-supported living centers, ICF-IDD and HCS community slots, this request would fund nine complex case specialist positions to review and expedite complicated cases, especially those involving the Employee Misconduct Registry (\$1.2 million GR and \$1.4 million AF).
- Through the Forensic Assessment Center Network, APS caseworkers would be able to access medical professionals for consultations to assess injuries, medications, and psychiatric issues with persons with mental illness and cognitive disabilities. This item would fund approximately 2,400 consultations annually (\$1.6 million GR and AF).

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.5	1.3	2.8
All Funds	1.7	1.4	3.1

<b>FTEs</b>	9.7	9.7
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
Avg. # Clients: APS Purchased Emergency Client Services	200	200

**Create More Tenure and Experience in  
Direct Delivery Staff**

This item addresses primary issues cited by staff who leave the agency: work conditions and pay.

- Establish a Worker Safety Office to provide trauma support to caseworkers at a biennial cost of \$0.6 million GR and AF (4.1 FTEs).
- Reclassification of certain Day Care Licensing (DCL) workers to create salary parity between DCL and Residential Child Care Licensing (\$0.7 million GR & AF).
- Pay down overtime balances for CPS caseworkers to 140 hours and maintain payments at that 140-hour level. The biennial cost is \$8.3 million GR & \$9.3 million AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	7.1	2.4	9.5
All Funds	7.9	2.6	10.6

<b>FTEs</b>	4.1	4.1
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<b>Program Impact</b>	<b>FY 2016</b>	<b>FY 2017</b>
CPS Caseworker Turnover Rate	25.5%	25.5%
% CCL Workers: 2+ Yrs Experience	83.2%	83.2%

## Improve Outcomes for Foster Care Children

It is critical to prepare youth for their transition from foster care to adult living especially for those youth who age out of foster care. This request would improve outcomes for foster care children through two initiatives.

- Use state funds to administer the Education and Training Voucher Program which frees up federal funding for additional college grants by \$310,000 annually. The biennial cost is \$0.6 million GR and AF.
- Prepare youth for their transition from foster care to adult living through, regional conferences and other activities for over 3,900 teens annually at a biennial cost of \$1.4 million GR and AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.0	1.0	2.0
All Funds	1.0	1.0	2.0

<b>FTEs</b>	-	-
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## Use Data More Effectively to Improve Child Safety

This request would improve business processes and data management across five initiatives with the goal of improved decision-making.

- A Chief Data Office would set data standards and support interoperability and data sharing internally and externally - seven FTEs with a biennial cost of \$1.1 million GR and \$1.2 million AF.
- Implementation of business intelligence and process modeling tools requires staff that can manage, analyze, develop and test new processes. - 19 FTEs with a biennial cost of \$2.6 million GR and \$2.9 million AF.
- Optimizing contract monitoring staff's use of data to help identify providers and homes that present the greatest risk to child safety – eight FTEs with a biennial cost of \$1.1 million GR and \$1.3 million AF.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	5.2	3.2	8.4
All Funds	5.9	3.5	9.4

<b>FTEs</b>	48.1	48.1
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- In an effort to identify trends related to incidents in child care operations, CCL requests 11 Child Safety Specialists, one Lead Specialist and one Division Administrator. The biennial cost is \$2.1 million GR and \$2.2 million AF.
- Modify IMPACT to support the collection and reporting of data and information pertaining to certain children born with an addiction to alcohol or controlled substance. The biennial cost of this capital project is \$1.5 million GR and \$1.8 million AF.



## Item 4 Continue Foster Care Redesign

At the start of FY 2015, Foster Care Redesign (FCR) is in one catchment area. This request funds the expansions of Foster Care Redesign to two new catchment areas in each year of the 2016-17 biennium. Additional staff are needed to monitor and oversee the single source continuum contractor (SSCC) as well as provide start-up costs.

- This request would fund an additional FCR Administrator position for each new catchment.
- DFPS has a need for a new Program Specialist VII position to support continuous quality improvement.

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	4.8	6.3	11.1
All Funds	4.9	6.4	11.2
<b>FTEs</b>	3.0	5.1	

The request would provide an annual payment for each child of \$808 to each SSCC and increase the one-time start-up to \$1.0 million. Approximately 1,280 children would be included in each catchment area and assumes rollout in May 2016, July 2016, February 2017, and August 2017.

- These payments would exceed any cost neutrality requirements.
- Statute change is needed to support this request.



## Maintain Compliance with Federal Child Care Licensing Requirements

Federal changes to the Child Care and Development Fund (CCDF) regulations will significantly impact Child Care Licensing (CCL) and the Centralized Background Check Unit (CBCU).

Those provisions include:

- Require at least one annual, unannounced inspection at a day care operation receiving CCDF; and
- Require all providers submit to a check of the sex offender registry, FBI fingerprint check, the National Crime Information Center (NCIC) database, and out-of-state checks for individuals who have lived out of state in the past 5 years.

To comply, CCL needs staff to conduct over 800 additional inspections

- **CCL** (14 FTEs) - 5 inspectors, 1 supervisors, 2 investigators, and 6 managerial and support staff in each year.
- **CBCU** - 7 FTEs in FY 2016 and 91 FTEs in FY 2017 – 91 FTEs to conduct and manage over 1 million various kinds of background reviews.

MOF (\$ in Millions)	FY 2016	FY 2017	Biennium
GR Related	8.8	8.4	17.1
All Funds	9.3	8.7	18.1

FTEs	30.1	128.9
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Program Impact	FY 2016	FY 2017
% Children Who Remain Safe in Substitute Care	0.999	0.999

An additional 7 FTEs per year are needed in Information Technology to support system changes and 7.5 FTEs in FY 2017 in Legal to support an anticipated increase in administrative hearings and indirect support (9 FTEs).

The required system changes to IMPACT totals \$2.1 million GR and \$2.5 million AF and to CLASS totals \$4.5 million GR and AF.

This request would ensure compliance with Centers for Medicare and Medicaid Services requirements to continuously monitor the health and welfare of individuals receiving Medicaid Home and Community Based Services, Medicaid clients and individuals in the 1115 waiver.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.3	1.4	2.7
All Funds	1.6	1.7	3.3

<b>FTEs</b>	27.9	27.9
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The request would add 25 APS staff to Provider Investigations program investigation of allegations of abuse, neglect, or exploitation. In addition to the 17 investigators, three supervisors and three clerks, one region administrator, and one program manager, there are 2.5 indirect staff support. The biennial cost is \$2.7 million GR and \$3.3 million AF.

APS statutory authority will have to be modified to support this request.

## Maintain Compliance with Sex Trafficking and Strengthening Families Act

This federal law, enacted in September 2014 amends the Title IV-E program to address sex trafficking, locating missing children in foster care, amends case review and planning requirements, and reauthorizes and changes the Adoption Incentives Program. This request would fund additional staffing and system changes to comply with this new law.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	9.5	2.9	12.4
All Funds	11.3	3.3	14.7

<b>FTEs</b>	29.5	29.5
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- The age for planning the transition of children leaving foster care is lowered from age 16 to 14. This change increases the number of children beginning transition. To meet this increase, this request would staff and additional 20 Family Group Decision Making specialists and three supervisors.
- IT modifications are necessary to track sex trafficking data and outcomes in IMPACT for reporting. There will also be changes to the Child’s Plan of Services. The biennial cost is \$8.7 million GR and \$ 10.5 million AF and includes three system analysts.
- Additional staff are indirect support for these programs.

## Improve Records Management and Access

The DFPS Records Management Group (RMG) receives nearly 20,000 case records for imaging per month.

- RMG staff categorize, label, scan in and store this information the IMPACT case management system which gives caseworkers quick access to case files.
- RMG staff also completes record redaction requests, such as court orders, subpoenas, discovery requests, and requests for records to finalize adoptions.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	3.2	2.8	6.0
All Funds	3.6	3.1	6.6

<b>FTEs</b>	67.2	67.2
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This request would fund 14 document imaging clerks, 41.5 redacting specialists, five supervisors, one training specialist, and one management analyst.

If funded, the RMG would be able to meet demand and reduce delays in the number of documents redacted and imaged. One-time funding projects have helps stem the tide of new demand temporarily, but a long-term solution is needed to keep the backlog of requests down.

## Improve Stakeholder and External Coordination

In order to improve public transparency and communication and coordination with stakeholders and media, DFPS requests additional support in Communications, Consumer Affairs, Community Engagement, Media Relations, and Grant Coordination.

This request is for staff in the following areas:

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	1.0	0.9	1.8
All Funds	1.1	1.0	2.0

<b>FTEs</b>	12.6	12.6
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- **Communications:** four FTEs to improve website administration, increase effectiveness and oversight of social media, and expand capacity for video development and graphic publications.
- **Office of Consumer Affairs:** two FTEs to handle complaints and inquiries and to conduct weekly critical case reviews.
- **Volunteer and Community Engagement:** two FTEs to provide better service to community partners and improve community support to clients.
- **Media Relations:** two FTEs to meet the demand for coordination between program staff and media outlets to allow for prompt, transparent communication of agency activities.
- **Grant Coordination:** two FTEs to pursue a wider variety of grant opportunities.

If funded, DFPS would have the resources to meet increasing workload, improve coordination, and identify other funding opportunities.

**Strengthen Joint Investigations**

This item would fund statewide improved coordination with the Child Advocacy Centers by creating Multidisciplinary Team Coordinators to facilitate joint investigations of abuse where a criminal act may have occurred.

The Coordinators will do the following:

- Review cases at the point of intake and begin coordination within agreed-upon protocols;
- Facilitate scheduling of the CAC forensic interview with investigative partners and the district attorney’s office and reach out directly to law enforcement to bring the case to their attention; and
- Provide screening training for CPS, CCL, and APS caseworkers and law enforcement and ensure seamless delivery of aftercare services including trauma-informed mental health.

<b>MOF (\$ in Millions)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennium</b>
GR Related	3.3	3.4	6.7
All Funds	3.3	3.4	6.7

<b>FTEs</b>	-	-
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If funded, this collaborative approach and information sharing could positively impact the success criminal cases and the quality of investigations.

### I. Enterprise items

- HHS Recruitment and retention
- Cybersecurity
- HHS Telecom managed services
- Improve employee technical support

### II. DADS

- Promoting Independence placements

### III. DSHS

- Parental relinquishment beds at DSHS

### IV. HHSC

- Maintain defense of Children's Rights Litigation
- Rates (Consolidated Budget)



# Appendix – Case Worker Comparisons

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# Caseworkers by Program

## DFPS Caseworkers Requested by Program by Exceptional Item

DFPS Caseworkers	EI #3c		EI #3d		EI #3e		EI #5a		EI #5b	
	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
SWI Specialists	-	-	-	-	-	-	-	-	-	-
CPS Conservatorship	12.0	12.0	-	-	-	-	-	-	-	-
CPS FBSS	-	-	-	-	-	-	-	-	-	-
CPS Investigations	-	-	-	-	-	-	-	-	-	-
CPS Kinship	-	-	-	-	-	-	-	-	-	-
CPS Foster Care/Adoption	-	-	-	-	-	-	-	-	-	-
CPS CVS Master Specialist	-	-	-	-	-	-	-	-	-	-
CPS I See You	29.0	29.0	-	-	-	-	-	-	-	-
APS In-Home	-	-	-	-	-	-	-	-	-	-
APS Facility	-	-	-	-	8.0	8.0	-	-	17.0	17.0
DCL Inspector (Monitors)	-	-	-	-	-	-	2.0	2.0	-	-
RCCL Inspector (Monitors)	-	-	20.0	20.0	-	-	-	-	-	-
DCL Generalists	-	-	-	-	-	-	5.0	5.0	-	-
CCL CBCU	-	-	-	-	-	-	-	-	-	-
RCCL Investigator	-	-	20.0	20.0	-	-	-	-	-	-
Other Caseworkers	-	-	-	-	-	-	-	-	-	-
<b>Total, Caseworkers</b>	<b>41.0</b>	<b>41.0</b>	<b>40.0</b>	<b>40.0</b>	<b>8.0</b>	<b>8.0</b>	<b>7.0</b>	<b>7.0</b>	<b>17.0</b>	<b>17.0</b>

DFPS Caseworkers	Base	EI Total		Base/EI Total	
	FY 2016-17	FY 2016	FY 2017	FY 2016	FY 2017
SWI Specialists	340.5	0.0	0.0	340.5	340.5
CPS Conservatorship	2,108.0	12.0	12.0	2,120.0	2,120.0
CPS FBSS	970.0	0.0	0.0	970.0	970.0
CPS Investigations	2,502.2	0.0	0.0	2,502.2	2,502.2
CPS Kinship	238.0	0.0	0.0	238.0	238.0
CPS Foster Care/Adoption	212.0	0.0	0.0	212.0	212.0
CPS CVS Master Specialist	32.0	0.0	0.0	32.0	32.0
CPS I See You	84.0	29.0	29.0	113.0	113.0
APS In-Home	606.7	0.0	0.0	606.7	606.7
APS Facility	136.5	25.0	25.0	161.5	161.5
DCL Inspector (Monitors)	248.0	2.0	2.0	250.0	250.0
RCCL Inspector (Monitors)	76.0	20.0	20.0	96.0	96.0
DCL Generalists	30.0	5.0	5.0	35.0	35.0
CCL CBCU	12.0	0.0	0.0	12.0	12.0
RCCL Investigator	49.0	20.0	20.0	69.0	69.0
Other Caseworkers	199.5	-	-	199.5	199.5
<b>Total, Caseworkers</b>	<b>7,844.4</b>	<b>113.0</b>	<b>113.0</b>	<b>7,957.4</b>	<b>7,957.4</b>