

II. KEY FUNCTIONS AND PERFORMANCE

A. Provide an overview of your agency's mission, objectives, and key functions.

MISSION

Department of Family and Protective Services (DFPS) operates within a coordinated Health and Human Services (HHS) System. In 2003, the Legislature consolidated a fragmented health and human services delivery structure consisting of 12 separate agencies into five restructured agencies. The resulting HHS System improved client services by clearly defining individual agency responsibilities to implement client-focused services. The Health and Human Services Commission provides oversight and consolidated administration services to eliminate duplication and ensure the five agencies operate as one integrated health and human services system.

Within this structure, DFPS works to protect children, persons aged 65 or older, and people with disabilities from abuse, neglect, and exploitation by involving clients, families, and communities.

OBJECTIVES

DFPS has a broad range of objectives and goals related to children, persons who are 65 years and older, and persons who are disabled as detailed in state law. The agency's main objectives include the following:

- **Reduce Child Abuse and Neglect.** Protect children from abuse and neglect by working with public and private entities to provide an integrated service delivery system. Provide professionals and the public the ability to report abuse, neglect, or exploitation 24 hours a day, seven days a week, via phone, fax, email or the Internet.
- **Reduce Adult Maltreatment.** Protect the persons aged 65 years or older and adults with disabilities from abuse, neglect, and exploitation by investigating reports in certain facilities and in-home settings, and working with public and private entities to provide or arrange for services to alleviate or prevent maltreatment.
- **Child-Care Regulation.** Protect the health, safety, and well-being of children in out-of-home care through a system of licensing, regulation, and enforcement of minimum standards of care.

KEY FUNCTIONS

- By working with communities to protect children, persons aged 65 years and older, and people with disabilities from abuse, neglect, and exploitation, DFPS "protects the unprotected." The Department also works to protect the health and safety of children in daycare, as well as foster care and other types of 24-hour care, by regulating such facilities, and providing services, referrals, and prevention programs. DFPS has three major programs that do this important work:

- Child Protective Services,
- Adult Protective Services, and
- Child Care Licensing.

In addition, the Statewide Intake division operates the Texas Abuse and Neglect hotline and website. These main divisions perform the following key functions.

Child Protective Services

The Child Protective Services (CPS) division protects children from abuse and neglect and works with families to prevent future abuse and neglect. DFPS does this in several ways. The most common is investigating complaints of abuse or neglect, which can require getting involved in the decisions of families and parents.

State law requires anyone who suspects child abuse or neglect to report it to DFPS, if the suspected abuse involves a person responsible for the care, custody, or welfare of a child.

CPS works with families in several ways to protect the safety and welfare of children. Through the investigation process, CPS identifies at-risk parents and takes steps to protect those children from possible abuse and neglect. For services needed beyond investigation, DFPS caseworkers serve the family through one of two programs: Family Based Safety Services (FBSS) or Substitute Care. FBSS is an option in cases when children do not appear to be in immediate danger. FBSS caseworkers try to improve the home environment and parents' skills so their children can stay home without future abuse or neglect. CPS opens a substitute care case when a court decides the safety risk is so great that children must be removed from their homes. Caseworkers try to improve the home environment and the skills of parents so children can safely rejoin their families. If a home cannot be made safe, the agency may ask a court to permanently remove that child from the parents' custody. DFPS then seeks an adoptive family or other long-term placement for the child.

Adult Protective Services

The Adult Protective Services (APS) division protects adults and persons aged 65 or older or have disabilities, from abuse, neglect, and financial exploitation. More than 4.5 million Texans are older than 65 years or have a disability. Much of the agency's work is done during in-home investigations. APS conducted 87,487 in-home investigations in FY 2012 and confirmed 59,601 victims of abuse, neglect, or financial exploitations. APS investigations are different from CPS investigations, as they involve adults who presumably have the capacity to make their own decisions. Also, APS cases often involve victims who neglect themselves when they are either unable or unwilling to obtain food, medicine, or other basic necessities. APS caseworkers specialize in helping clients find the resources they need, often from community organizations.

APS also protects people with disabilities by investigating complaints of abuse, neglect, and exploitation in contracted or state-operated settings that serve children and adults with mental illness or mental disabilities. APS acts as an independent investigator of allegations in facilities

such as State-Supported Living Centers and state hospitals, and turns its findings over to the facility administrator. In the case of settings operated or contracted by the Department of Aging and Disability services (DADS), APS also provides the case findings to DADS for appropriate action (except for cases in community centers).

Child Care Licensing

The agency's Child Care Licensing (CCL) division licenses and regulates daycare operations, child-placing agencies, and 24-hour residential childcare facilities. The agency licenses and regulates daycare operations ranging from small-home daycare to large licensed childcare centers. Together these daycare operations have the capacity to care for more than 1,000,000 children.

The CCL division performs the following main activities:

- Conducts initial licensing inspections on all licensed and registered childcare operations.
- Performs criminal background and central registry (database of confirmed abuse and neglect findings) checks on all persons 14 years of age and older who are working or living in childcare operations.
- Investigates allegations of abuse or neglect and minimum standard violation in childcare.
- Conducts regular unannounced inspections at all licensed and registered childcare centers.

In addition, CCL creates, announces, and enforces minimum standards for childcare facilities to help ensure the safety and well-being of children in out-of-home care.

B. Do your key functions continue to serve a clear and ongoing objective? Explain why each of these functions is still needed. What harm would come from no longer performing these functions?

Yes, each of DFPS's key functions serves a clear and ongoing objective. The need to protect Texas's children from abuse and neglect continues to be an important State priority, and DFPS serves as the State's primary agency responsible for responding to such allegations. The populations that DFPS protects and serves (children, adults with disabilities, and persons aged 65 or older) continue to grow, as do the number of allegations of abuse, neglect, and exploitation.

For example, the increasing number of confirmed child abuse victims clearly indicates that abuse and neglect remains a prominent problem in our state. While much of this increase can be attributed to an increased child population and long-term trends of better reporting and public awareness of child abuse, some of the increase is related to societal trends such as increasing poverty and generational patterns of drug abuse. Studies show that adults who were abused and neglected when they were children perform worse in nearly every social measurement, from poverty rates to teen pregnancies to drug use to incarceration. As the agency that intervenes in this cycle of abuse, DFPS's role is central to preventing children from

suffering maltreatment and then repeating these destructive behaviors when they become adults. While other agencies contribute to the Texas child welfare system, DFPS is the sole agency charged with finding and protecting children who are being abused or neglected.

Similarly, the population of people in Texas who are persons aged 65 or older or have disabilities also continues to grow. From 2002 to 2012, abuse, neglect, and exploitation investigations for people living at home grew substantially. If DFPS did not investigate such allegations of abuse, the State would be unable to protect these vulnerable groups from abuse, neglect, and exploitation.

DFPS is the only state agency in Texas that regulates childcare and the demand for childcare within the state continues to grow. Picking a quality daycare facility can be a difficult choice; however, DFPS supports working parents by ensuring that childcare facilities meet minimum standards that promote the safety of children in childcare.

If the agency no longer performed these functions, there would be no regulation and little, if any, oversight of daycare and foster care homes and facilities to promote the health and safety of children in out of home care.

Finally, contracting for prevention services is an important part of the agency's efforts to break the cycle of child abuse and poor outcomes described earlier in this section. The need for these services will continue to grow as the Texas child population soars. The Texas Legislature created the Prevention and Early Intervention (PEI) division at DFPS to consolidate prevention and early intervention programs in one agency and eliminate fragmentation and duplication of contracted services for at-risk children, youth, and families. PEI oversight provides accountability and efficiency. Without coordinated prevention programs it is likely that at-risk families would become less stable, more at-risk youth would drop-out of school and run away from home, and abuse and neglect would increase.

C. What evidence can your agency provide to show your overall effectiveness and efficiency in meeting your objectives?

In addition to the Legislative Budget Board-approved performance measures, DFPS uses various means to determine its effectiveness and efficiency in meeting objectives. The following information describes some of those methods.

Surveys

DFPS uses a number of surveys to collect stakeholder and employee feedback, which help evaluate effectiveness. For example, DFPS participated in the 2010 HHS Report on Customer Service, which focused on clients who are children with special healthcare needs. Through this report, DFPS identified 13,950 youth with special healthcare needs in the agency's care (foster care or other forms of substitute care). The biennial State Employee Engagement (SEE) also offers insights from an internal perspective. In the 2012 survey, DFPS scored well on quality of supervision, teamwork, working well with other organizations, and for delivering the services

that match the needs of clients. In 2012, Child Care Licensing conducted a website survey on childcare center ratio and group size, and a review of the potential impact on stakeholders of reducing childcare giver ratios and maximum group sizes. CCL also held a stakeholder forum to get input from childcare providers, parents who use childcare services, and others. The purpose of both the survey and the forum was to offer an opportunity for parents, childcare providers, and other stakeholders to share their ideas, concerns, and recommendations about current ratios and group sizes and assess the need for any changes.

Federal Reviews

The Children's Bureau of the U.S. Health and Human Services Department reviews the child welfare systems in all states to ensure they are providing effective, quality services to children and families. States develop and implement program improvement plans after each review. The latest Texas Program Improvement Plan was negotiated during 2009 and the approved plan was implemented in 2010. The Texas Program Improvement Plan focused on four key cross-cutting themes:

- Strengthening critical decision-making skills;
- Removing barriers to permanency;
- Enhancing placement capacity by redesigning the Texas foster care system; and
- Strengthening the Family Based Safety Services program.

Audit Findings

Internal Audit is an independent, objective function that provides a systematic, disciplined approach to evaluating the effectiveness of agency controls. Internal audits include findings and recommendations that help agency management address potential risks and improve the efficiency and effectiveness of internal controls. DFPS Internal Audit conducted 14 audits of program processes in FY 2011 and 2012, which gave management opportunities to improve the efficiency and effectiveness of agency processes.

The State Auditor's Office also performed audits on CPS caseload and staffing analysis, CPS expenditures for direct delivery staff, and residential childcare providers. These audits gave DFPS management additional opportunities to improve the effectiveness of policies and procedures.

Performance Management Review

DFPS uses a performance management system to enhance employee and manager performance and, ultimately, improve outcomes for clients. This system includes performance planning, monitoring, mentoring, and evaluating. The process includes routine manager-employee conferencing, using employee development notes throughout the evaluation period.

Complaints and Quality Assurance

The DFPS Office of Consumer Affairs (OCA) reviews case-specific complaints against agency programs, including Child Protective Services, Adult Protective Services, and Child Care Licensing. Consumer Affairs handles complaints in an unbiased manner and determines if DFPS staff followed policy and procedures. The Office also performs a quality assurance role by providing feedback to programs on the quality of their investigations and services.

Also, the HHSC Office of the Ombudsman compiles complaint data for the entire HHS System and reports such information to the Executive Commissioner on a monthly basis. Beyond addressing agency-specific issues, this system-wide reporting process allows HHSC, in its leadership and oversight role, to identify trends or systemic issues that may need to be addressed comprehensively across the HHS System.

Statistics and Management Reports

The agency publishes the DFPS Annual Report and Data Book, an extensive description of DFPS programs and statistics on the services DFPS provides to the people of the Texas. This publication covers the most frequently asked statistical questions about DFPS programs and helps measure the agency's effectiveness. Also, DFPS systematically runs a wide array of other statistical management reports that allow it to analyze how it is performing key functions and services. These reports demonstrate both effectiveness and efficiency and enable management to make adjustments to improve both. These reports include everything from the timeliness of completing investigations to how safe children are in foster care.

D. Does your agency's enabling law continue to correctly reflect your mission, objectives, and approach to performing your functions? Have you recommended changes to the Legislature in the past to improve your agency's operations? If so, explain. Were the changes adopted?

Yes, created in Chapter 40, Human Resources Code, the Department's enabling law correctly reflects its mission, objectives, and functions. Section 40.002 summarizes the agency's core functions. The Department's core mission (to protect children and vulnerable adults from abuse, neglect, and exploitation and to regulate childcare providers) has not changed since the 1996 Sunset review, although state and federal law have significantly reshaped the agency's approach to performing such functions. Before each legislative session, lawmakers ask DFPS to identify barriers to the efficient and effective operation of its programs, and together with the Health and Human Services Commission (HHSC), the agency makes legislative recommendations. The following is a summary of the most significant developments related to DFPS or HHSC recommendations in the 79th, 80th, and 81st Legislative Sessions.

79th Legislative Session

Senate Bill 6 is the most comprehensive legislation affecting DFPS over the past decade. Although S.B. 6 includes changes that originated from other sources as well, key HHSC and DFPS recommendations contained in S.B. 6 include the following major initiatives:

- Systemic CPS program reform by:
 - Restructuring investigations;
 - Improving caseworker performance;
 - Increasing the number of kinship care (families and family friends) placements;
 - Supporting youth aging out of the foster-care system;
 - Improving medical services for children in state care; and
 - Requiring review of CPS actions to identify disproportionate effects on certain racial and ethnic groups.
- Systemic Reform of the APS program by:
 - Transferring the APS guardianship program to the Department of Aging and Disability Services (DADS);
 - Improving client safety through a new APS risk-assessment tool;
 - Improving caseworker performance; and
 - Improving outcomes in complex cases through use of specialized experts and increased community partner involvement.
- Strengthened protections for children in regulated childcare by:
 - Mandating random licensing inspections of foster homes;
 - Requiring background checks for 24-hour care facilities;
 - Creating a new license requirement for child-placing agency administrators;
 - Requiring 24-hour care providers to report certain serious incidents involving children in care; and
 - Enhancing CCL enforcement tools.

80th Legislative Session

Senate Bill 758 contained many DFPS recommendations that built on the successes of S.B. 6 of the 79th Legislature. While S.B. 6 focused primarily on improving investigations, this round of DFPS recommendations improved other services to children and families. While S.B. 758 includes changes originating from other sources, key DFPS recommendations enacted in S.B. 758 include the following.

- Requiring DFPS to develop and implement a plan for improving services for children and families that will:
 - keep families together through an enhanced In-Home Support program and other measures;
 - include a new post psychiatric hospitalization step-down rate for certain foster youth;

- improve the quality and accountability of foster care; and
- reduce the rate of growth of foster care, as well as the length of time children spend in foster care.
- Mandating access by CPS to medical and other records relating to a report of child abuse or neglect.
- Improving the Child Care Licensing (CCL) function by:
 - adding safety specialists, risk analysts, and a performance management unit to improve accountability;
 - requiring agency representatives to meet, face-to-face, with daycare directors during annual unannounced inspections; and
 - requiring all daycare center applicants to get a fingerprint-based criminal history check.

Additional recommendations made by DFPS and enacted by the 80th Legislature were as follows.

- Authorizing DFPS to designate the child’s parent or foster parent to approve medical care (medical consentor) when DFPS has the authority to consent for a child’s medical care (H.B. 2580).
- Amending Chapter 263 of the Texas Family Code on notice, attendance, and participation by children and other interested parties at required court hearings in order to satisfy federal funding requirements (S.B. 759).

81st Legislative Session

DFPS recommended numerous changes to implement portions of the federal Fostering Connections to Success and Increasing Adoptions Act of 2008. Key recommendations enacted under both S.B. 2080 and H.B. 1151, were as follows.

- Creating a guardianship assistance program, named the Permanency Care Assistance Program, which provides benefits similar to adoption assistance for extended family members who become verified foster parents for at least six months before assuming permanent custody of a foster child.
- Extending foster care eligibility to age 21. Expanding adoption and permanency care assistance eligibility until a youth’s 21st birthday for youth who left DFPS custody after turning 16.

In addition, DFPS recommended numerous changes, enacted in S.B. 939, in response to findings in Texas’ 2008 federal Child and Family Services Review (CFSR), including the following.

- Expanding eligibility for the college tuition waiver benefit to youth who are placed in permanent custody of a person other than the parent and increasing the maximum age for enrollment up to age 25.

- Requiring that a child’s permanency plan include concurrent permanency goals and that the Department shows a compelling reason why adoption or transferring permanent custody to another individual is not in the child’s best interests.
- Modifying requirements for judicial findings in various hearings conducted under Chapter 263 of the Texas Family Code to ensure conformity with federal funding laws.

Finally, the agency recommended a number of initiatives to improve its Licensing functions, enacted in S.B. 68, including:

- creating statutory exemptions to exempt these programs by rule;
- enhancing the agency’s investigatory powers; and
- providing a clear statutory framework for finger-print based criminal history background checks for childcare workers and other persons, including those required to undergo such checks under the federal Adam Walsh Act.

82nd Legislative Session

Senate Bill 218, sought to redesign the foster care system. The system was structurally flawed, so in January 2010, DFPS joined other child welfare leaders to redesign Texas’ foster care system and improve outcomes for children and their families. Senate Bill 218 streamlined and enhanced the foster care system, focusing on changing the ways that DFPS contracts and pays for services. DFPS recommendations contained in S.B. 218 include the following initiatives.

- Systemic Redesign of the Foster Care system by:
 - having a flexible funding plan that neither precludes nor requires additional foster care funding, except for what is necessary for normal caseload growth;
 - using competitively procured Single Source Continuum Contractors (SSCC) to provide a full range of paid foster care services in each of several geographic areas;
 - being open to both in-state and out-of-state for-profit and not-for-profit entities with preference for providers that already offer quality services in Texas;
 - holding contractors accountable for well-being and permanency outcomes by using performance-based contracts that include financial incentives and remedies;
 - allotting purchased-services funds to each SSCC to coordinate and deliver services to the families of the children in their care;
 - implementing a blended rate that is similar to an average per diem payment rate for all children in paid foster care regardless of service level or placement type;
 - implementing a staged roll-out of the redesigned foster care system across the state and a staged implementation within each geographic area; and
 - allowing CPS caseworkers to retain the responsibility of case management instead of privatizing case management.
- Enhanced placement options for children by:

- increasing the number of children and youth placed with their siblings and in their home communities;
- increasing the number of children who remain in their school of origin;
- decreasing the average time children spend in foster care before achieving permanency (such as adoption or living with relative who accepts legal responsibility, and so on);
- decreasing the number of times children move to new homes while in foster care;
- decreasing the duration and intensity of services that children need while in foster care due to improved well-being and behavioral functioning;
- creating incentives for continuous improvement of the services offered by the SSCC; and
- creating robust and sustainable service continuums in communities throughout Texas.

83rd Legislative Session

During the 83rd Legislature, DFPS recommended numerous changes to ensure the safety of children, train and retain staff, and strengthen our infrastructure to improve service delivery. An important recommendation enacted this session was the creation of the alternative response track (S.B. 423) for Child Protective Services (CPS).

Key points of S.B. 423 include:

- allowing CPS to create an alternate track, called “alternative response,” for low-risk cases;
- allowing CPS to conduct an assessment rather than an investigation, when responding to less serious allegations of abuse or neglect;
- ensuring that DFPS does not designate an alleged perpetrator in alternative response cases but does link these families to the appropriate services; and
- permitting DFPS to implement and study this system in certain regions before deploying statewide.

The agency also recommended a number of Child Care Licensing (CCL) initiatives that were enacted in S.B. 427, including the following.

- Creating a new exemption for certain emergency shelters that provide shelter, care, or services to alleged victims of human trafficking.
- Allowing for certain licensed childcare centers or homes with good compliance histories to receive biennial inspections.
- Requiring the same fingerprint criminal history checks for general residential operations, child-placing agencies, licensed foster homes, and licensed administrators as for all other childcare operations licensed by DFPS.

- Allowing DFPS to impose immediate monetary penalties on operations that fail to take certain actions related to background checks.
- Adding new grounds for remedial action against an administrator’s license to prevent a person from being a licensed administrator if the person is ineligible to be a controlling person at an operation.

Additional recommendations made by DFPS that were enacted by the 83rd Legislature Session:

- Senate Bill 886 clarifies the Family Code regarding young adults who remain in foster care and must be under the extended jurisdiction of a court to qualify for Title IV-E foster care reimbursement. The bill clarifies provisions that are essential to maximizing federal funding.
- Senate Bill 1236 allows emergency orders for protective services obtained by the APS program to stay in place for up to 70 days, compared to the current maximum of 60 days.

Recommendations Not Enacted in the 83rd Legislative Session

- Clarifying the federal Child Abuse Prevention and Treatment Act (CAPTA). These recommendations were included in S.B. 768, which was a technical clean-up bill that ensured the compliance of Texas code with CAPTA by amending current law relating to suits affecting the parent-child relationship.
- Enhancing certain agency regulatory enforcement actions designed to:
 - improve agency access to financial records in financial exploitation cases;
 - clarify agency authority to purchase services for relatives and other caretakers of APS clients in order to protect the client;
 - clarify agency authority to investigate self-neglect without a client’s permission; and
 - provide greater flexibility for obtaining emergency orders for protective services for vulnerable adults.

E. Do any of your agency’s functions overlap or duplicate those of another state or federal agency? Explain if, and why, each of your key functions is most appropriately placed within your agency. How do you ensure against duplication with other related agencies?

While DFPS interacts and coordinates with many state agencies, its protective services functions do not overlap and are not duplicated by any other state agency. For example, federal law requires, funds, and guides protective services, and DFPS is the primary state agency charged with protecting both children and persons aged 65 or older or persons with disabilities from abuse, neglect, and exploitation. Although many other federal, state, and local agencies are involved in agency functions, DFPS is the primary entity required by law to protect these populations.

For example, at a local level, DFPS works closely with law enforcement agencies and prosecutors across Texas, coordinating investigations. When allegations of abuse or neglect that result in death, serious injury, sexual abuse, or other crimes occur, DFPS handles the civil side of the case and law enforcement handles the criminal side. These functions complement, but do not duplicate, each other. While the criminal justice system determines innocence or guilt of accused persons, DFPS protects children and youth from abuse and neglect.

Also, at the state level, DFPS also works closely with the Department of Aging and Disability Services (DADS) and the Department of State Health Services (DSHS). DFPS serves as the only investigative arm for alleged cases of abuse and neglect occurring in State-Operated facilities, including:

- State Supported Living Centers;
- State Hospitals;
- State Centers;
- privately operated intermediate care facilities (ICFs) for those with intellectual or developmental disabilities (IDD);
- community centers for people with intellectual or developmental disabilities; and
- facility and community center contractors, including home and community-based waiver programs.

In addition to this inter-agency coordination effort, the Legislature, through H.B. 2292, reorganized the state health and human services system to improve client services, consolidate organizational structures and functions, eliminate duplicative administrative systems, and streamline processes and procedures to maximize efficiencies across the agencies. This legislation realigned operations of the existing 12 health and human services agencies by consolidating similar functions into five agencies. The purpose was to center service delivery in a few agencies rather than offering fragmented services across many agencies.

DFPS also guards against duplication of services by other state and federal agencies through memorandums of understanding and by building close working relationships through its community engagement model.

For Child Care Licensing, no other state agency regulates, inspects, and investigates complaints to assure the safety and quality of care provided in either daycare or residential childcare. DFPS coordinates with state and local fire and sanitation officials, as well as law enforcement when DFPS staff uncover evidence of possible crimes. However, no duplication of services exists.

Finally, DFPS contracts for certain prevention services. No other state or federal agency contracts for services directly intended to reduce delinquency, abuse, and neglect of children and youth.

F. In general, how do other states carry out similar functions?

All states protect children and adults from abuse and neglect through similar functions of those housed at DFPS; however, the methods and organizational structures of doing so vary.

Child Protective Services

Some states, like Florida and Texas, have centrally administered state-based child welfare systems. Other states, like California and Pennsylvania, have county-based systems for protecting children and working with families to prevent abuse and neglect in the future. Some areas even use city-based welfare systems, like the one in New York City. However, all states have child protective services within their borders in one form or fashion, and must follow the same federal standards to receive a substantial portion of their budgets.

Adult Protective Services

Some states have centrally administered systems to protect people who are persons aged 65 or older or who have disabilities from abuse, neglect, and exploitation. Other states have county-based systems. For example, Minnesota and Colorado counties provide protective services for adults, while Michigan and Tennessee have state-administered programs like Texas.

Child Care Licensing

Childcare regulation and licensing is administered at different levels of government in different states. For example, in Colorado, the regulation of childcare is state-supervised and county-administered. In California, Florida, and Texas, the regulatory program is located in the states' protective service agencies. In Kansas and Utah, the regulatory program is located in the state's department of health. And, in Ohio, the childcare regulatory program is located within the department of jobs and family services.

G. What key obstacles impair your agency's ability to achieve its objectives?

The Department faces a variety of obstacles that impair its ability to most effectively and efficiently achieve its strategic objectives. These include the following.#

1. GAPS IN MENTAL HEALTH RESOURCES AND OTHER COMMUNITY SERVICES

Child Protective Services (CPS) and Adult Protective Services (APS) provide services to certain children, youth, and adults because other, more appropriate avenues are unavailable to them.

Child Protective Services

CPS and the Department of State Health Services (DSHS) are partnering to address the need for mental health services for Texas' children without turning to CPS to obtain placement for residential treatment. DSHS received substantial funding, in the 83rd Regular Legislative Session, to improve mental health services, which should positively impact APS and CPS clients.

Sometimes parents of children with serious emotional disorders cannot access mental health services for their child because of waiting lists for community-based services or because they either (1) lack health insurance that covers comprehensive mental health treatment, or (2) because their health insurance caps the amount of mental health care provided. Some families find themselves with no other options than to turn to CPS to obtain placement for their child in a residential treatment center, or as a way to receive other intensive mental health services. Unfortunately, for a child in such circumstances to receive those services from the State, CPS must take custody of the child, based on a finding of abuse or neglect. In addition, the juvenile justice system often discharges their clients to CPS.

Such cases strain an already taxed State system and county budgets, as the county must fund legal representation and court time.

Adult Protective Services

The vast majority of APS investigations involve allegations of client self-neglect. Many older Texans, often socially isolated, do not connect with social services until their situation deteriorates to the point someone calls APS because they notice potential self-neglect. For adults with mental illness or other disabilities, the local social service agencies, such as a mental health authority, often depend on APS to help meet the basic living or other needs of their clients. In essence, in many communities, APS is a service provider of last resort.

2. UP-FRONT DUE PROCESS FOR CPS AND APS INVESTIGATIONS

DFPS's ability to share information outside the agency to protect children and vulnerable adults is hampered by the lack of timely due process in findings of abuse, neglect, or exploitation.

Statutory gaps and inconsistencies related to due process exist between CPS and APS cases. When CPS makes a finding that a person committed abuse or neglect that person is a "designated perpetrator" (DP). Statute entitles the DP to an administrative review of the finding, but not to a due-process hearing to contest the finding. The administrative review is primarily a desk review conducted by a CPS employee not involved in the initial investigation. Some cases also receive a secondary review by the Office of Consumer Affairs (OCA). While the administrative review helps ensure evidence supports the finding, it does not include important procedural protections afforded in a due process hearing, such as the right to present and cross-examine witnesses. In contrast, statute provides that some APS cases DPs receive a due process hearing.

The lack of up-front due process in CPS and some APS cases delay DFPS's ability to share findings outside the agency for the protection of children or vulnerable adults. Under most circumstances, the Department must provide a due process hearing before releasing the finding to an outside entity, such as an employer. For example, a designated perpetrator might apply to work in a childcare facility years after the finding; however, the passage of time unfairly disadvantages both the Department's ability to present evidence to support the finding as well as the DPs' ability to defend themselves.

In response to a lawsuit in 2009, and in a second opinion issued in August 2013, the Third Court of Appeals urged the Legislature to fix this problem by requiring that due process be offered more timely. These decisions have signaled that a future challenge on somewhat different facts may result in the Department's process being declared constitutionally invalid. DFPS's current strategic plan lays out a long-term strategy for providing up-front due process hearings to address this barrier, but this strategy is dependent upon the Legislature to appropriate additional resources.

3. IMBALANCE IN GEOGRAPHIC DISTRIBUTION OF SERVICES

Many Texas communities lack services for both children and adults who have been abused or neglected.

The CPS and APS programs are frequently called upon to serve children, families, and vulnerable adults, either because communities lack local resources or services. For example, finding services for children in their own communities can be difficult. Too often, CPS must move children in foster care to far away cities because the services they need do not exist in their local communities. These children leave behind siblings, peers, families, schools, churches, and other support networks. To a large extent, the current foster care system structure does not encourage providers to establish services where the services are needed. DFPS uses an "open enrollment" process to procure residential childcare (foster care) services for specific placement types.

While DFPS does enlist a sufficient number of qualified providers, the process offers no assurance that providers will locate in communities where residential services are needed. As a result, there is an imbalance in the geographic distribution of foster care services throughout the state. For example, one area of Texas may have a large number of basic foster care homes but few, if any, therapeutic settings such as residential treatment centers. This is problematic for DFPS caseworkers who want to place children close to home, for providers who must care for children from other communities and, most importantly, for the children being served.

Differences in resources in rural and urban communities also affect both CPS and APS. For APS, rural communities tend to have fewer resources available to support older Texans, APS service maybe the only resource available. In urban communities, services for adults with mental illness or other disabilities may exist but are often overwhelmed by the demand. When a community lacks resources, APS intakes often increase, as does the demand for APS to purchase client services to compensate for the lack of services in the community.

4. USE AND DETECTION OF ILLEGAL AND LEGAL SUBSTANCES

DFPS faces obstacles in dealing with clients and caregivers with substance abuse problems due to the difficulty of detecting new illegal substances, the high cost of testing, and the need for ongoing training.

DFPS serves many families who have substance abuse problems, as using alcohol and drugs is also one way that families and youth try to cope with the trauma of abuse, neglect, removal,

and separation. Substance abuse, including synthetic substances, poses a threat to child safety and can lead to serious harm. While drug testing continues to improve and advance, new substances are continually introduced into the drug culture that either cannot be detected or are expensive and difficult to detect. DFPS continues to face obstacles related to the difficulty of detecting new substances, the ways the substances are packaged, and the cost of drug testing for a wide variety of substances.

Some APS clients are also affected by the medical and psychiatric effects of long-term substance abuse. This usually manifests in self-neglect or medical neglect and APS staff are not sufficiently trained or versed in the effects of alcohol and drugs on persons age 65 or older and persons with disabilities, nor is there any specific funding to provide treatment to family or significant others who provide care. While APS is allowed to purchase treatment for family members, it rarely does so because of the high cost and need to prioritize the limited amount of APS service funding.

5. LACK OF NEEDED INFORMATION AND TECHNOLOGY SKILLS

The competition for technology workforce is an obstacle to DFPS's ongoing efforts to give frontline staff the tools and related services they need to work most efficiently.

Competition in both the private and public sectors and less desirable state salaries are compounded by the fact that DFPS salaries are, on average, more than 13.5 percent below other state agencies for the same job description.

6. RURAL NETWORK CONNECTIVITY

Many DFPS offices lack the network bandwidth to meet the daily business needs of staff.

DFPS has 293 office locations across the state of Texas. Approximately 40 percent, or 120 mostly rural offices, do not have sufficient network bandwidth, which reduces staff productivity. For example, one person attending a small multimedia distance learning training session on their computer at a low bandwidth site will use all the bandwidth for that location, which prevents any other network traffic for other work to be performed.

H. Discuss any changes that could impact your agency's key functions in the near future (such as changes in federal law or outstanding court cases).

One pending court case has the potential to significantly impact agency operations. In March 2011, Children's Rights of New York, a national child welfare advocacy group, filed a federal class action lawsuit against the Texas Governor, the Health and Human Services Commission (HHSC), and the Department of Family and Protective Services (DFPS). Children's Rights seeks to establish a super-class and four smaller subclasses of children for whom Texas has permanent managing conservatorship (PMC), totaling more than 12,000 children. Specifically, Children's Rights seeks to establish the following.

1. A class on behalf of all children in Texas's PMC, alleging that Texas maintains an insufficient number of caseworkers.
2. A subclass on behalf of PMC children in licensed foster care, alleging that Texas has an insufficient number, geographic distribution, and array of placements for children, fails to oversee and monitor its licensed foster care placements, and children are denied the right of familial association because sibling groups are separated and children are moved far from family members.
3. A subclass of PMC children in foster group homes, alleging that Texas fails to ensure that foster group homes meet "accepted professional standards" of staffing ratios, caregiver training, and requiring "waking caregivers" (caregivers awake around the clock).
4. A subclass of PMC children at a basic level who are placed in a general residential operation (GRO), alleging that placing basic level children in a non-emergency GRO does not provide them the least restrictive environment.
5. A subclass of PMC children in unverified, kinship placements, alleging that Texas' decision to not require kinship placements to be verified deviates from "accepted professional standards" of licensing and verification, caregiver training, and providing monthly foster care financial support.

As a remedy for their complaint, Children's Rights seeks broad injunctive relief against DFPS. The specific relief Children's Rights seeks consists of requiring:

1. Texas to ensure that all PMC children have a Child Protective Services (CPS) caseworker whose caseload does not exceed standards established by the Child Welfare League of America or the Council on Accreditation (lower than CPS's current caseload levels).
2. An assessment by unknown "qualified professionals" to determine the aggregate need of all PMC children in licensed foster care "for additional placements that will provide the necessary number, geographic distribution, and array of placement options," the time period by which these placements will be developed, and the steps necessary to implement those placement options.
3. An assessment by unknown "qualified professionals" to determine "the resources and processes necessary to ensure that [Texas] has the capacity to monitor and enforce compliance" with licensing standards for licensed foster care placements, the time period by which the resources and processes will be developed and implemented, and the steps necessary to develop and implement the resources and processes.
4. Texas to stop placing children in foster group homes until they comply with "accepted professional standards."
5. Texas to stop placing basic level children in general residential operations.
6. Texas to license, train, and pay all kinship homes in the same manner that it does other licensed foster care providers.

Children’s Rights also seeks the appointment of a court monitor to oversee implementation of this relief and attorneys’ fees.

If the court grants the relief requested by Children’s Rights, agency operations will be affected in a number of ways, depending on the order. The agency would likely be subject to long-term oversight by the court, as well as unknown expert panels empowered to make recommendations regarding agency operations. In the 19 or so states Children’s Rights sued before Texas, the average length of litigation exceeds 15 years. Only one state has exited its consent decree with Children’s Rights in less than ten years.

I. What are your agency’s biggest opportunities for improvement in the future?

1. MAINTAINING HIGH QUALITY WORKFORCE

Additional resources provided by the Texas Legislature provide unique opportunities to increase staff retention and improve the quality of the DFPS workforce.

Recruiting and retaining high-quality talent remains one of the largest challenges for DFPS. Thanks to a significant infusion of resources by the 83rd Texas Legislature, the agency has a new opportunity to begin addressing this long-standing concern.

2. IMPROVING STAKEHOLDER ENGAGEMENT AND COMMUNITY PARTNER ENGAGEMENT

The Department should engage stakeholders to assist the agency in serving clients more effectively.

The Department works to engage and include stakeholders in identifying agency operations, programs, or policies that could be strengthened in order to better serve clients. Stakeholders, including advocates, law enforcement, judges, family members, providers, philanthropic foundations, non-profit organizations, therapists, and legislators, care deeply about issues their community faces and the well-being of the families in those communities.

The Department has worked to improve communication with stakeholders by proactively releasing information on the agency’s public website, regularly visiting with stakeholder groups, and developing public education campaigns. The Department has improved its responsiveness to inquiries and provides many ways for stakeholders to influence rulemaking and policy, including participation in workgroups, stakeholder forums, and by joining regional advisory groups, as well as by submitting public comments via the Texas Register.

The Department also puts a high priority on State Office interaction with regional staff and stakeholders through meetings and forums across the state. The agency has the opportunity to enhance its effectiveness through the engagement of these stakeholders, some with substantial expertise and resources, in the work of the Department and with families in their communities.

3. CLARIFY JURISDICTIONS IN APS INVESTIGATIONS

Clarification of state law to give the APS Facility program responsibility for investigating all providers of services for persons with IDD.

Chapter 48 of the Human Resources Code authorizes APS to investigate abuse, neglect, and exploitation through two distinct programs: the APS In-Home program and the APS Facility program. The purpose of the APS In-Home program is to determine if older adults (age 65 and older) or adults with disabilities who live in their own homes and communities are suffering abuse, neglect, or exploitation, and to provide or arrange for services to protect them. The purpose of the APS Facility program is to investigate abuse, neglect, or exploitation of individuals with intellectual and developmental disabilities (IDD) who are receiving state-funded services. Under an APS Facility investigation, the agency provides investigative reports to the service provider with operational authority of the facility and can take action to protect the individual client.

The APS Facility program was initially established to provide independent investigations in state facilities operated by the former TDMHMR. As TDMHMR's services expanded beyond the state-run facilities, the Facility program's investigative scope expanded to include providers of services in the community. However, APS's authorizing language has not evolved along with the move to community-based IDD services provided by the Department of Aging and Disability Services (DADS). As a result, there are now providers of services to individuals with IDD (such as through the Consumer Directed Services model, among others) that are investigated by the APS In-Home program instead of the Facility program. Therefore, the service provider does not receive the investigative report that would provide information necessary for the service provider to take personnel action that may be appropriate to protect the client.

In addition, there are two waiver programs for persons with IDD, which originated in the Texas Department of Human Services (TDHS), that the APS Facility program has never had authority to investigate. The In-Home program currently conducts investigations of providers in these waiver programs.

State law could clarify that the APS Facility program investigates all providers of services for persons with IDD, including community-based services such as waiver programs, to ensure appropriate actions can be taken to protect these clients.

4. CONTINUED IMPROVEMENT IN ADULT PROTECTIVE SERVICES

APS should develop a more effective assessment tools to help APS caseworkers make better case decisions.

The APS State Office obtains direct input from field staff through two program improvement committees and conducts periodic regional reviews of each APS region. APS also participates in activities with the National Association of Adult Protective Services, and the APS management team develops an annual business plan to determine improvement projects. Two current priorities of particular note are the following.

- APS identified the need to better target who it serves, in part, to help address the tension in its safety net function and to get ahead of the demographic curve of rapidly increasing target populations.
- APS In-home caseworkers currently use the IMPACT-based Client Assessment and Risk Evaluation (CARE) tool to assess client risk. After using the CARE tool for six years, APS determined caseworkers needed a new assessment model to best protect APS clients from the risk of ongoing abuse, neglect, and exploitation (ANE). APS is implementing a process to develop new assessment tools. (This is described further in the major issues section of the report because of a needed legislative change to fully implement the new casework practice model.) New assessment tools will help APS caseworkers, particularly the less experienced workers, make better decisions at critical points in a case.

5. ENHANCING INTERAGENCY PARTNERSHIP, COORDINATION, AND INFORMATION SHARING

While interagency partnerships, coordination, and information sharing improved greatly since HHS consolidation, there are still opportunities for improvement.

- Effective collaborations help align goals, priorities, and resources between agencies; minimize the duplication of efforts; and provide increased protection and support for vulnerable Texans. DFPS has identified the following ways to enhance interagency partnership, coordination, and information sharing.
- The APS program works with the Department of Aging and Disability Services (DADS) to ensure compliance with a Department of Justice settlement agreement on State Supported Living Centers. Improved communications are needed between APS, DADS, the Health and Human Services Commission (HHSC), and the Office of the Attorney General (OAG) on the status of the monitoring process and the evolving nature of the interpretations of the settlement requirements.
- The APS program collaborates with DADS, the Department of State Health Services (DSHS), and Disability Rights Texas to improve APS facility investigations. This includes a Process Improvement workgroup to address issues and coordinate effective service delivery. APS has and will continue to talk with the workgroup about the scope of facility investigations and sharing reported information with other agencies. The APS program, DADS, and HHSC need to work together to clarify jurisdiction in APS abuse, neglect, and exploitation investigations as they relate to the implementation of S.B. 7, 83rd Legislature, Regular Session, 2013, since this was not specifically addressed in the legislation.
- The APS program works with DADS on issues related to regulatory responsibilities. An example is the problem of investigating allegations of abuse, neglect or exploitation in unlicensed boarding homes. Unlicensed boarding homes fall into an area of overlapping responsibility. APS handles abuse, neglect, and exploitation investigations and DADS licenses boarding homes under certain criteria. Meanwhile, some cities and counties regulate such homes and others do not. APS makes referrals to DADS on a case-by-case basis, but also has the opportunity to improve coordination and communication with DADS to ensure the protection of people living in these settings.

- DFPS and the Texas Juvenile Justice Department (TJJJ) serve youth who are jointly involved with both agencies to ensure coordination of services for CPS youth involved with the TJJJ. There is a monthly automated exchange of data to assist the staff of both agencies in monitoring the CPS youth involved with TJJJ. In 2010, the Georgetown University’s Center for Juvenile Justice Reform began a pilot project with Travis County Juvenile Probation Department and the local CPS office to implement the Crossover Youth Practice Model. Since then, the pilot effort has expanded into five more counties: Bexar, Dallas, Tarrant, McClennan, and El Paso. Other counties with populations of these youth have expressed an interest in implementing the practice model.
- DFPS relies on agency and community collaboration in the area of substance abuse treatment to improve child safety and support families. DSHS’s success in an effort to expand abuse and provider treatment capacity is critical to keeping families out of the child welfare system and reunifying families. Other opportunities include:
 - working with the Texas Office for Prevention of Developmental Disabilities to develop training for CPS caseworkers on fetal alcohol spectrum disorders;
 - collaborating with the Texas Alliance for Drug Endangered Children to create and maintain Drug Endangered Children Teams; and
 - working with DSHS and the Texas Supreme Court Children’s Commission to establish new family drug-treatment courts.
- DFPS collaborates with DADS to ensure the well-being and safety of youth with special needs and who are aging-out of foster care by referring the youth to the DADS guardianship program and helping the youth to secure benefits such as a Home and Community-based Services Medicaid waiver. In fiscal year 2013, DADS allocated 10 waivers for DFPS children with intellectual and developmental disabilities in General Residential Operations facilities. Access to services and supports enabled these children to relocate into family-like settings in the community such as HCS foster family homes. DADS will increase the allocation of Home and Community-based Services waivers for DFPS children in general residential operations to 25 in the FY 2014-2015 biennium. This collaboration is an ongoing opportunity and DFPS will continually determine the need for additional HCS GRO slots.
- Maintaining communication about services, issues, and areas for improvement has been an on-going hallmark of STAR Health stakeholders, which include the CPS program, HHSC and their contractors. Maintaining a high level of communication and input is critical to meeting the unique needs of children in foster care as additional services are offered, such as increasing medical transportation, benefits for children dually eligible for Medicaid and Medicare, and continuing Medicaid eligibility for youth transitioning out of foster care.
- For almost three decades, DSHS has conducted sanitation inspections at licensed childcare centers in areas where there was no local health inspector. DSHS will no longer conduct these inspections due to resource constraints. So, DFPS’s day care licensing program will now evaluate a center’s compliance with minimum standards relating to health and sanitation in these situations. DFPS sees an opportunity for enhanced collaboration with DSHS to ensure the people who conduct sanitation inspections have specific education and

experience. This would result in better outcomes in licensed childcare centers and ultimately benefit children.

- Due to funding limitations and policy changes, DFPS launched an initiative to manage the expenditure of funds for daycare services to ensure they fall within budget and are properly authorized. Electronic interface between DFPS and the Texas Workforce Commission (TWC) is necessary to replace the current process, which relies on manually entering information from a form that DFPS staff email to TWC. Efficiency is dependent on the Texas Workforce Commission giving DFPS input on TWC system requirements and TWC's commitment to supporting the interface. Once the interface is completed, DFPS sees a need for regular communication to ensure ongoing collaboration and communication between regional daycare coordinators and local workforce development boards on issues such as data corrections and notifying DFPS when children are absent. Joint training is one way to address these issues.
- DFPS is on the cutting edge of mobile casework and technology. DFPS sees an opportunity for greater efficiencies and less administrative burdens on frontline staff. This opportunity lies in updating the Comptroller of Public Accounts' requirements on accounting for state property (Statewide Accounting Requirements) to meet today's technology landscape. Specifically there is a need to adjust the negligence-review processes and thresholds to fit higher-volume scenarios. The current requirements fit an old model of agency organization and assets (e.g. TVs, desks, and single office locations) and do not take into account a modern workforce with multiple pieces of mobile technology assigned to thousands of caseworkers statewide.

6. IMPROVED REVENUE GENERATION AND FEE COLLECTION:

Statute lacks needed flexibility in setting Child Care Licensing fees.

Statute requires Child Care Licensing (CCL) to collect licensing and background check fees and deposit them into the General Revenue Fund. Fee amounts are set in statute and DFPS does not have authority to adjust fees to support the cost of childcare regulation. Fees on childcare operations have not increased in more than 25 years and fee collections do not meet or exceed appropriations for the CCL program. If specific licensing fee amounts were removed from statute, DFPS could adjust fees so that the childcare industry would pay a greater share of its regulatory costs and potentially make more revenues available to provide greater protection to the public.

7. TECHNOLOGY INNOVATION AND INTEGRATION

Investment in technology would increase operational efficiency and improve services.

GoMobile Initiative

The DFPS GoMobile helps front line staff work more flexibly and efficiently. Direct delivery staff has several tools that allow them to update their cases on the go. These tools include tablet PCs, laptops, printers, scanners, and copiers, as well as tools that keep them connected (such as smart phones, WiFi) and mobile applications that let them access documentation, resources,

and tools. DFPS also revised its office space template to incorporate mobility concepts and reduce the agency's footprint by combining or closing small offices and saving space when feasible.

Using Video Conferencing, Virtual Desktop Infrastructure and Social Media

DFPS is currently expanding the agency's video conference capability to assure it works with iPhone 4S smartphones and other consumer-grade video conference technologies to enable face-to-face conversations with clients, service providers, and courts - anywhere, any time, and on any device.

Another possible innovative technology DFPS could leverage is Virtual Desktop Infrastructure (VDI), the practice of hosting a desktop operating system within a virtual machine running on a centralized server. By leveraging VDI, caseworkers could access training and perform information related work efficiently and quickly.

IMPACT Modernization

Information Management Protecting Adults and Children in Texas system (IMPACT) is the core casework application used by every program within DFPS. This application is used to record an intake, and then document the investigation and all other subsequent case actions from placement in foster care through adoption. A four-year modernization initiative (the first two years of which were funded by the 83rd Legislature) will transform this 17-year-old system into a modern web application, and enable DFPS and approximately 12,000 external partners (Judicial, CASA, Law Enforcement, CPAs, and so on) to efficiently and effectively enter, process, and analyze case information. The benefits of a modernized IMPACT include the following.

- Less training for new staff.
- Quicker entry and access to case data.
- Dashboards to quickly identify time-sensitive tasks.
- A new security framework that allows external partners to access appropriate data.
- An application that is easier to modify as changes occur in Department policy or state and federal law.

Updating Technology as Statewide Intake

Statewide Intake (SWI) uses an automatic call distributor (ACD) system to route all incoming calls for the contact center. This system routes according to skillset (such as English-speaking, Spanish-speaking, Administrative Line, and so on), and chooses an available employee who has been ready to take a call for the longest period of time. DFPS purchased the ACD in 2006 and these systems are typically designed to last for 10 years.

J. In the following chart, provide information regarding your agency's key performance measures included in your appropriations bill pattern, including outcome, input, efficiency, and explanatory measures.

Department of Family and Protective Services			
Exhibit 2: Key Performance Measures — Fiscal Year 2012			
Key Performance Measure	FY 2012 Target	FY 2012 Actual Performance	FY 2012 Percent of Annual Target
Average Hold Time: SWI (English)	8.7	8.5	97.7%
Percent Absence Repeat Maltreatment 6 Months (CPS)	96.70%	97.10%	100.4%
Percent Legal Resolution in 12 Months	59.90%	59.60%	99.5%
CPS Caseworker Turnover Rate	23.80%	26.10%	109.7%
Percent CYD Youth Not Referred to JPC	98.00%	98.10%	100.1%
Percent Abused Adults Served	80.70%	80.90%	100.3%
Incidence of MHMR Abuse per 1,000 Served	5.1	5.4	105.9%
APS Caseworker Turnover Rate	18.00%	19.50%	108.1%
Percent Validated Occurrences Placing Children at High Risk	43.60%	43.60%	100.0%
Number of CPS Child Abuse and Neglect Reports	229,382	206,200	89.9%
Number of Complete CPS Investigation	171,371	166,211	97.0%
Number of Confirmed CPS Cases	39,347	38,725	98.4%
Number of FPS Children Adopted	4,868	5,040	103.5%
CPS Daily Caseload: Investigation	27.4	24.7	90.0%
CPS Daily Caseload: Family Based	17.5	14.3	81.6%

Department of Family and Protective Services
Exhibit 2: Key Performance Measures — Fiscal Year 2012

Key Performance Measure	FY 2012 Target	FY 2012 Actual Performance	FY 2012 Percent of Annual Target
CPS Daily Caseload: Substitute Care	29.2	33.7	115.4%
Average Number of Days TWC Foster Daycare	27,948	42,616	152.5%
Average Cost Per Day: TWC Foster Daycare	\$21.46	\$21.94	102.2%
Average Number of Days TWC Relative Daycare	35,968	34,829	96.8%
Average Cost Per Day: Relative Daycare	\$20.13	\$20.71	102.9%
Average Monthly Foster Care Days	517,455	500,324	96.7%
Average Monthly Number of Foster Care FTES	16,966	16,404	96.7%
Average Monthly Foster Care Expenditures	\$32,357,956	\$31,160,924	96.3%
Average Monthly Payment for Foster Care FTE	\$1,907.25	\$1,899.56	99.6%
Average Monthly Number of Adoption Subsidies	35,722	35,973	100.7%
Average Monthly Number of Children: Permanency Care Assistance	211	420	199.2%
Average Monthly Payment: Adoption Subsidy	\$425.01	\$429.09	101.0%
Average Monthly Payment: Permanency Care Assistance	\$418.15	\$397.59	95.1%
Average Monthly Number of Children Caregiver Monetary Assistance	706	1,080	153.0%
Average Monthly Cost Per Child Caregiver Monetary Assistance	\$857.40	\$727.80	84.9%
Average Monthly Number of STAR Youth Served	5,359	5,863	109.4%
Average Monthly Cost of STAR Youth	\$284.32	\$243.84	85.8%

Department of Family and Protective Services
Exhibit 2: Key Performance Measures — Fiscal Year 2012

Key Performance Measure	FY 2012 Target	FY 2012 Actual Performance	FY 2012 Percent of Annual Target
Average Monthly Number of CYD Youth Served	4,136	5,530	133.7%
Average Monthly Cost of CYD Youth	\$101.53	\$69.91	68.9%
Number of Complete APS Investigations	87,605	87,487	99.9%
Number of Confirmed APS Investigations	56,778	59,595	105.0%
APS Daily Caseload: In-Home	35.1	29.6	84.2%
Number of MH&ID Investigations	9,854	10,803	109.6%
APS Daily Caseload: MH and ID	3.3	3.6	108.5%
Number of Completed Inspections	46,377	40,491	87.3%
Number of Completed Child Abuse and Neglect Investigations	3,969	3,970	100.0%