



Senate Finance Committee

H.L. Whitman, Jr., DFPS Commissioner

October 26, 2016

The mission of the 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.

- CPS initiatives Funded by FY 2016-17 GAA
 - Prevention and Early Intervention
 - CPS Transformation
- CPS' Plan to Ensure Timely Contact with Children
- FY 2018 – 19 Legislative Appropriations Request

- The programs and services at the PEI division are designed to improve parenting skills, strengthen family relationships and build resiliency. PEI strives to reduce child abuse, enhance school readiness, improve social-emotional and physical health and strengthen communities.
- Merger with Texas Home Visiting
 - Officially merged May 1; co-located July 15
 - Integration of programming, budgets and staff underway
- Program expansion, with support from Texas Legislature
 - Military family and fatherhood programs
- Evaluations of programmatic effectiveness
 - PEI Outcomes (Rider 38) Report – Due December 1, 2016
 - HOPES Evaluation

CPS Transformation began in August 2014 and was codified by SB 206 (Schwertner) from the 84th Legislature.

CPS Transformation has three main priorities:

- ensure child safety, permanency and well-being;
- establish effective organization and operations; and
- develop a professional and stable workforce.

Sunset and The Stephen Group recommended using data more effectively and improve quality assurance to identify risks and issues before they escalate to crises.

In response, CPS reorganized quality assurance resources into a new systems improvement division that is using data to help CPS continuously improve.

- **Structured Decision Making:**
 - Suite of tools to assess safety and risk. – Implemented on September 1, 2015
- **Family Strengths and Needs Assessment (FSNA):**
 - Helps the caseworker evaluate the strengths and needs of parents so that they are addressed right away. – Implemented on September 1, 2016
- **Child Adolescent Needs and Strengths (CANS) – SB 125 (84th) by West:**
 - Trauma informed assessment to evaluate needs and strengths to assist in service planning, inform placement decisions and reduce the number of unnecessary assessments for children ages 3-17 who enter into foster care. Implemented on September 1, 2015.
- **IMPACT Modernization**
 - Phase II of Modernization will provide tools to enhance caseworker efficiency so more time will be spent with children and families.

Professional and Stable Workforce

- Redesigned recruiting and hiring practices.
- Overhauled the current learning model for workers and provided additional support through mentoring.
- Strengthened supervision and improved employee performance evaluation and recognition.
- Addressed retention efforts by:
 - Reducing the overtime payment threshold from 240 to 140 hours.
 - Performance-based merits.
 - Offering locality pay as authorized by the 83rd Legislature.

- Outcomes of workforce initiatives:
 - Reduced the length of time a position is vacant by 34 percent.
 - Preliminary UT evaluation of new caseworker training model is positive.
 - Increased retention in areas with locality pay.

**Percent of Caseworkers in the First Three Months of Training
That Agree with the Following Statements**



FY 16-17 Estimated Shortfall

Goal A: Statewide Intake	\$ 1.6
Goal B: Child Protective Services	\$ 102.7
<i>CPS Direct Delivery</i>	\$ 32.4
<i>CPS Program Support</i>	\$ 0.9
<i>Day Care</i>	\$ 13.2
<i>Foster Care</i>	\$ 45.2
<i>Adoption Subsidy/PCA</i>	\$ 2.7
<i>Relative Caregiver Payments</i>	\$ (0.1)
<i>CPS Purchased Client Services</i>	\$ 4.7
Goal C: Prevention & Early Intervention	\$ 0.2
Goal D: Adult Protective Services	\$ 2.9
Goal E: Child Care Regulation	\$ 2.3
Goal F: Indirect Administration	\$ 0.8
Goal G: Agency-wide Automation (Capital)	\$ -
Estimated GR Shortfall for FY 2017 (millions)	\$ 106.9

Entitlement \$ 47.9

Day Care \$ 13.2

Non-Entitlement \$ 45.8

FY 16-17 Estimated Shortfall

- Projected biennial deficit of \$47.9 million in General Revenue for entitlement programs:
 - Foster Care (\$17.6 million in 2016 and \$27.6 million in 2017)
 - Adoption Subsidy/Permanency Care Assistance (\$0.5 million in 2016 and \$2.2 million in 2017)
- Carry back of \$9.3 million GR and \$8.8 million TANF federal funds from 2017 to 2016 needed to address first year
- Projected biennial deficit of \$21.3 million in General Revenue for contracted day care services (\$8.1 million in 2016 and \$13.2 million in 2017)
- Based on historical spending, current vacancy rates, and estimated unobligated balances from FY 2016, the needs for non-entitlement programs (\$45.8 million) could be further reduced to approximately \$26.0 million

- It is critical that CPS Investigators see children in a timely manner when abuse or neglect is suspected.
 - CPS is required to see children at the highest risk of abuse or neglect (Priority 1) within 24 hours of an intake.
 - Children at lower risk (Priority 2) are required to be seen within 72 hours.

- CPS continues to struggle in making timely initial contacts with children.

	Any Contact		Timely Contact	
	Priority 1	Priority 2	Priority 1	Priority 2
Region 1	97.4%	95.0%	89.6%	72.9%
Region 2	95.4%	98.0%	90.8%	78.8%
Region 3	95.6%	93.5%	79.9%	63.9%
Region 4	97.8%	94.1%	95.2%	76.6%
Region 5	98.8%	95.8%	90.0%	80.3%
Region 6	94.5%	91.3%	77.4%	55.5%
Region 7	97.6%	96.9%	86.8%	63.7%
Region 8	95.4%	92.4%	83.8%	63.9%
Region 9	97.1%	96.3%	88.5%	78.4%
Region 10	96.5%	94.6%	93.5%	79.2%
Region 11	98.3%	98.4%	93.3%	81.7%
Statewide	96.1%	94.3%	83.8%	66.1%

Face-to-Face Contacts

- As of October 17, 2016, a total of 2,844 children statewide have not been seen. Of that, 511 are children at the highest risk of being abused or neglected.
- More than 15,000 children who have been contacted, were not seen in a timely manner. Of those children, more than 2,000 were at the highest risk of being abused or neglected.

	No Contact		Not Seen Timely	
	Priority 1	Priority 2	Priority 1	Priority 2
Region 1	13	76	50	394
Region 2	14	20	27	213
Region 3	166	787	730	4,107
Region 4	10	74	22	278
Region 5	4	40	33	178
Region 6	175	639	679	2,994
Region 7	31	215	168	2,443
Region 8	59	342	197	1,503
Region 9	5	37	19	205
Region 10	9	50	16	181
Region 11	25	53	97	607
Statewide	511	2,333	2,038	13,103

- One contributing factor to the issue of contacts is the increase in intakes.
 - From FY2014-2016:
 - Intakes assigned for CPS investigations have increased ten percent.
 - Dallas County: Increased 11 percent
 - Harris County: Increased 14 percent
 - Tarrant County: Increased 15 percent
 - FBSS cases have increased seven percent.
 - Conservatorship cases have increased eight percent.

- DFPS will request to hire 829 additional FTEs, with 550 being caseworkers and Special Investigators
- The additional staff will be strategically placed in those areas of the state where need is the highest.
- Management training and accountability will be critical to the success of staff retention

FY 2017 Additional Critical Needs

Region	INV	SI	CVS	FBSS	Total
020 (Abilene)			20.0		20.0
030 (Dallas)	83.0	40.0		41.0	164.0
050 (Beaumont)			16.0		16.0
060 (Harris & surrounding)	53.0	40.0		60.0	153.0
070 (Austin)	64.0	10.0	69.0	23.0	166.0
08 (San Antonio)		10.0		21.0	31.0
Caseworkers	200.00	100.00	105.00	145.00	550.00
Regional Supervisors	33.0	10.0	15.0	21.0	79.0
Regional Unit Support	33.0		30.0	42.0	105.0
Regional Management	26.0		8.0	6.0	40.0
Regional Unit Support	92.00	10.00	53.00	69.00	224.00
Training/Hiring	15.6	1.4	8.2	11.3	36.5
Agency Support	6.3	4.2	3.3	4.5	18.3
Agency Operations	21.9	5.6	11.5	15.8	54.8
TOTAL FTEs	313.9	115.6	169.5	229.8	828.8

FY 2017 Additional Critical Needs

Funding by Category		INV	SI	CVS	FBSS	Total
All Funds	Caseworkers	\$ 10,386,501	\$ 6,943,512	\$ 5,608,470	\$ 7,603,741	\$ 30,542,224
	Regional Unit Support	\$ 4,939,416	\$ 694,391	\$ 2,667,170	\$ 3,616,043	\$ 11,917,020
	Agency Operations	\$ 1,135,509	\$ 388,814	\$ 613,149	\$ 831,283	\$ 2,968,755
	Total	\$ 16,461,426	\$ 8,026,717	\$ 8,888,789	\$ 12,051,067	\$ 45,427,999
General Revenue	Caseworkers	\$ 9,333,493	\$ 6,236,011	\$ 5,039,870	\$ 6,832,855	\$ 27,442,229
	Regional Unit Support	\$ 4,438,645	\$ 623,637	\$ 2,396,766	\$ 3,249,440	\$ 10,708,488
	Agency Operations	\$ 1,020,388	\$ 349,196	\$ 550,986	\$ 747,005	\$ 2,667,575
	Total	\$ 14,792,526	\$ 7,208,844	\$ 7,987,622	\$ 10,829,300	\$ 40,818,292
Estimated Benefit Impact (AF)	\$ 2,836,663	\$ 1,415,608	\$ 1,531,733	\$ 2,076,662	\$ 7,860,666	
Estimated Benefit Impact (GR)	\$ 2,545,991	\$ 1,270,055	\$ 1,374,777	\$ 1,863,867	\$ 7,054,689	

FY 2017 Total Needs Summary

Estimated GR Shortfall for FY 2017 (millions)	\$	106.9
Trends, Vacancy Rates, Unobligated Balances	\$	(19.8)
Sub-Total Prior to Critical Needs	\$	87.0
 FY 2017 Critical Needs	 \$	 40.8
Revised Estimated GR Shortfall for FY 2017	\$	127.8
	<i>Entitlement</i> \$	<i>47.9</i>
	<i>Day Care</i> \$	<i>13.2</i>
	<i>Non-Entitlement</i> \$	<i>66.8</i>

- CPS is implementing new models of investigation.
 - Consolidating DFPS Special Investigators under one line of supervision.
 - SI's will work on the most complex cases and cases where children and families can't be found
 - Assigning units to modified work schedules to better meet seven day demands by having investigators work four 10 hour days with overlapping schedules; and
 - Implementing a team approach to investigations that allows two investigators to locate and interview children and families.

FY 18-19 Critical Needs vs LAR

	FY 2017		FY 2018		FY 2019		FTEs
	GR	AF	GR	AF	GR	AF	
CPS Critical Needs (450 Caseworkers)	\$ 33.6	\$ 37.4	\$ 42.2	\$ 47.0	\$ 42.2	\$ 47.0	
CPS Critical Needs (100 Special Inv)	\$ 7.2	\$ 8.0	\$ 7.7	\$ 8.6	\$ 7.7	\$ 8.6	
CPS Critical Needs	\$ 40.8	\$ 45.4	\$ 49.9	\$ 55.6	\$ 49.9	\$ 55.6	828.8
Total FTEs		828.8		828.8		828.8	
Remaining CPS Caseworker Need			\$ 45.4	\$ 50.6	\$ 39.7	\$ 44.2	744.1
Remaining Special Investigator Need			\$ -	\$ -	\$ -	\$ -	
Grand Total Critical Needs	\$ 40.8	\$ 45.4	\$ 95.4	\$ 106.2	\$ 89.6	\$ 99.8	1,572.9
LAR CPS Caseworker Exceptional Item			\$ 88.2	\$ 98.2	\$ 81.9	\$ 91.2	1,468.5
LAR Special Investigator Exceptional Item			\$ 0.8	\$ 0.9	\$ 0.8	\$ 0.8	11.4
Grand Total LAR Exceptional Items			\$ 89.0	\$ 99.1	\$ 82.7	\$ 92.0	1,479.9

LAR - FY 2018- 19 Summary of Request

DFPS Goals	FY 18-19 Base Request	FY 18-19 Excep Items	FY 18-19 Total Request	FY 18 Total FTEs	FY 19 Total FTEs
Goal 1 Statewide Intake Services	46,626,522	10,039,320	56,665,842	526.5	534.0
Goal 2 Child Protective Services	2,939,254,986	434,858,204	3,374,113,190	11,245	11,325
Goal 3 Prevention Services	188,345,554	39,290,854	227,636,408	80	80
Goal 4 Adult Protective Services	126,402,741	6,535,551	132,938,292	878	905
Goal 5 Indirect Administration	165,513,165	27,413,868	192,927,033	1,023	1,029
Goal 6 Agencywide Automated Systems	58,462,447	15,853,877	74,316,324	-	-
Goal 7 HHSC Programs (Historical Funding)	-	-	-		
Total Agency Request	3,524,605,415	533,991,674	4,058,597,089	13,752.6	13,872.2
General Revenue	1,923,718,937	498,149,588	2,421,868,525		
General Revenue - Dedicated	11,371,403	-	11,371,403		
Federal Funds	1,573,993,899	35,842,086	1,609,835,985		
Other Funds	15,521,176	-	15,521,176		
Total Agency Method of Finance	3,524,605,415	533,991,674	4,058,597,089		

“The core mission of CPS is to do whatever it takes to protect Texas children from abuse and neglect. That mission must be carried out without failure, and with a new culture of accountability in the entire organization.”¹

1

Excerpt from Commissioner Whitman’s letter to Governor Abbott on July 5, 2016