



# Legislative Appropriations Request for FY 2010-11 Joint Budget Hearing

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Presented to the Governor's Office of Budget, Planning, and  
Policy and the Legislative Budget Board

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# DFPS Key Accomplishments

The following slides provide a sample of key accomplishments for:

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

# APS Key Accomplishments

- In response to a rapid increase in intakes, APS hired, trained and placed in the field **179 additional caseworkers** in FY 2007.
- Through improved casework and the additional staff, in-home **caseloads have been reduced** from 36.4 in FY 2007 to 30.1 in FY 2008
- **In-home investigations increased** from 64,458 in FY 2007 to 67,899 in FY 2008.
- **MH&MR investigations increased** from 8,088 in FY 2007 to 9,139 in FY 2008.
- MH&MR investigations **initial face-to-face contacts have remained high** at 96.3% in FY 2008.

## CCL Key Accomplishments

- In FY 2008, RCCL staff conducted **11,741 inspections of residential child care facilities** and child-placing agencies. This is an increase of 12 percent above those conducted in FY 2007 and 118 percent above those conducted in FY 2006.
- RCCL investigated **483 reports of minimum standards violations** involving children under the age of 6 that would have previously been investigated by the foster home's child-placing agency.
- The **CCL Performance Management Division** was established to review the compliance history of child-care facilities and child-placing agencies and to assess the quality of Licensing staff performance.
- In November 2008, CCL will implement its **weighted enforcement system** along with its **mobile technology system** (CLASSmate).

# CPS Key Accomplishments

- **Family Team Meetings** are made available to families during an abuse/neglect investigation to help prevent the removal of children. There have been 4,902 meetings held through June 2008 and 1,483 follow-up meetings for families needing further assistance.
- Since January 2008, the **Strengthening Families Pilot** has helped 400 families working with CPS to avoid removal of over 1,300 children and sped the process of reunification of children with their families.
- The **rate of removal** has decreased. In FY 2007 the average number of children removed per month was 1,327; for FY 2008 the average is 1,185 per month, as of June 2008.

# CPS Key Accomplishments

- **Face-to-face contacts** with children in CPS cases that are timely and documented have increased from 74.9% in FY 2007 to 79.3% in FY 2008, as of July 2008.
- The overall percentage of children in substitute care who are placed into **kinship care** continues to rise and is at 30.7% as of September 2008.
- 4,023 children were in **consummated adoptions** in FY 2007, an increase from the 3,376 children in FY 2006.
- **Transitional programs** for youth aging out of care continue to expand so that more youth can participate and be better prepared for independent living.

# PEI Key Accomplishments

- Led the **Interagency Coordinating Council for Building Healthy Families**.
- With the input of stakeholders, PEI is finalizing the **Strategic Plan for Child Abuse and Neglect Prevention**.
- In FY 2008 **procurements** were conducted for the STAR (Services to At-Risk Youth) program, serving all Texas counties, as well as the Statewide Youth Services Network and Rural Family Support program.
- Distributed over 350,000 **calendars** geared toward building healthy families.
- Handled 31,276 calls to the **Texas Youth and Runaway Hotlines**.

# SWI Key Accomplishments

- Total contacts at SWI for FY 2008 is **683,608\***.
- The average hold time for calls on the English application was **11.7\* minutes** for FY 2008.
- Implemented a **new performance appraisal system** using objective performance measures to evaluate staff.
- **Added 40 intake staff** over the last biennium and 12 other staff including supervisors, Quality Assurance, and System Support Specialists.
- **Established a Peer Trainer Unit** to consistently train and support new intake workers and aid in staff development and retention.

\* Projected FY 2008 reported in the LAR.



# Operations Key Accomplishments

- The **centralized background check unit** is fully operational. In the fiscal year to date, DFPS has conducted **41,369 FBI fingerprint checks** in child care centers.
- DFPS conducted Phase 1 of a **Mobile Caseworker Pilot**. Staff reported a 70.6% increase in time spent with clients, and a 44% decrease in the use of a phone-based transcription service.
- Since FY 2005 IT has installed and supported over **4,900 tablet PCs**, ensuring that the maximum possible number of staff have the most useful and most current technology.

# Cross-Agency Key Accomplishments

- With the training requirements doubled for APS and CPS, DFPS provided about **450,000 hours** of documented training in FY 2007.
- Total number of new certifications in all programs through the University of Texas partnership with the Protective Services Training Institute is **1,818**
- Overall agency turnover for FY 2007 was 21.2 percent, and for FY 2008 it is 19.4 percent. Turnover for CPS workers in FY 2007 was 34.1 percent, and for FY 2008 it is 30.5 percent.
- DFPS contracted with CareerBuilder.com to **enhance recruiting efforts** through targeted recruitment of hard to fill positions. The site has referred to DFPS more than 3,700 potential applicants.
- DFPS **hired over 3,400 staff** in FY 2008.
- DFPS conducted many **stakeholder forums or meetings** across the state, including four stakeholder forums at the state level.

# Key LAR Assumptions and Requests

The following slides provide an overview of the LAR

- FY 2008-09 Budget Issues in the LAR
- FY 2010-11 Key Baseline Issues
- Comparison of Key Performance Measures
- Summary of Exceptional Item Requests

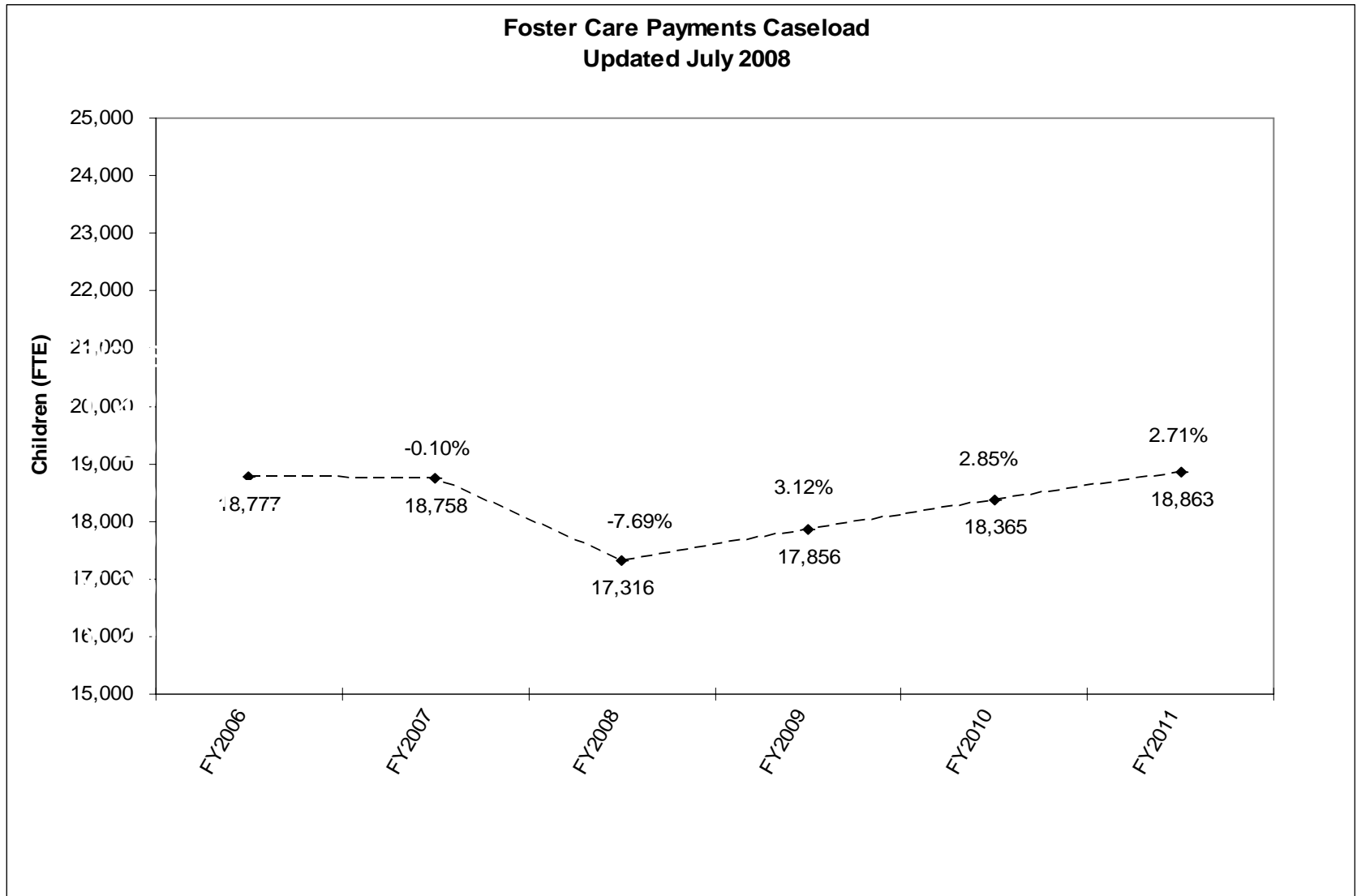
# FY 2008-09 Budget Issues in the LAR

- Additional Funding Need - \$100.8 million GR/TANF
  - \$41.8 million for rent, utilities, and other regional administrative costs
  - \$15.9 million for the assumed foster care savings that were reduced from the CPS Reform Continued appropriation
  - \$8.8 million for adoption subsidies caseload growth
  - \$7.8 million for the increased demand for foster care/relative caregiver day care
- Federal Funding Issue – Targeted Case Management
  - Brings in \$51.2 million additional revenue for FY 2008
  - Program is discontinued as of July 1, 2008
  - Creates a funding need in FY 2009 and FY 2010-11

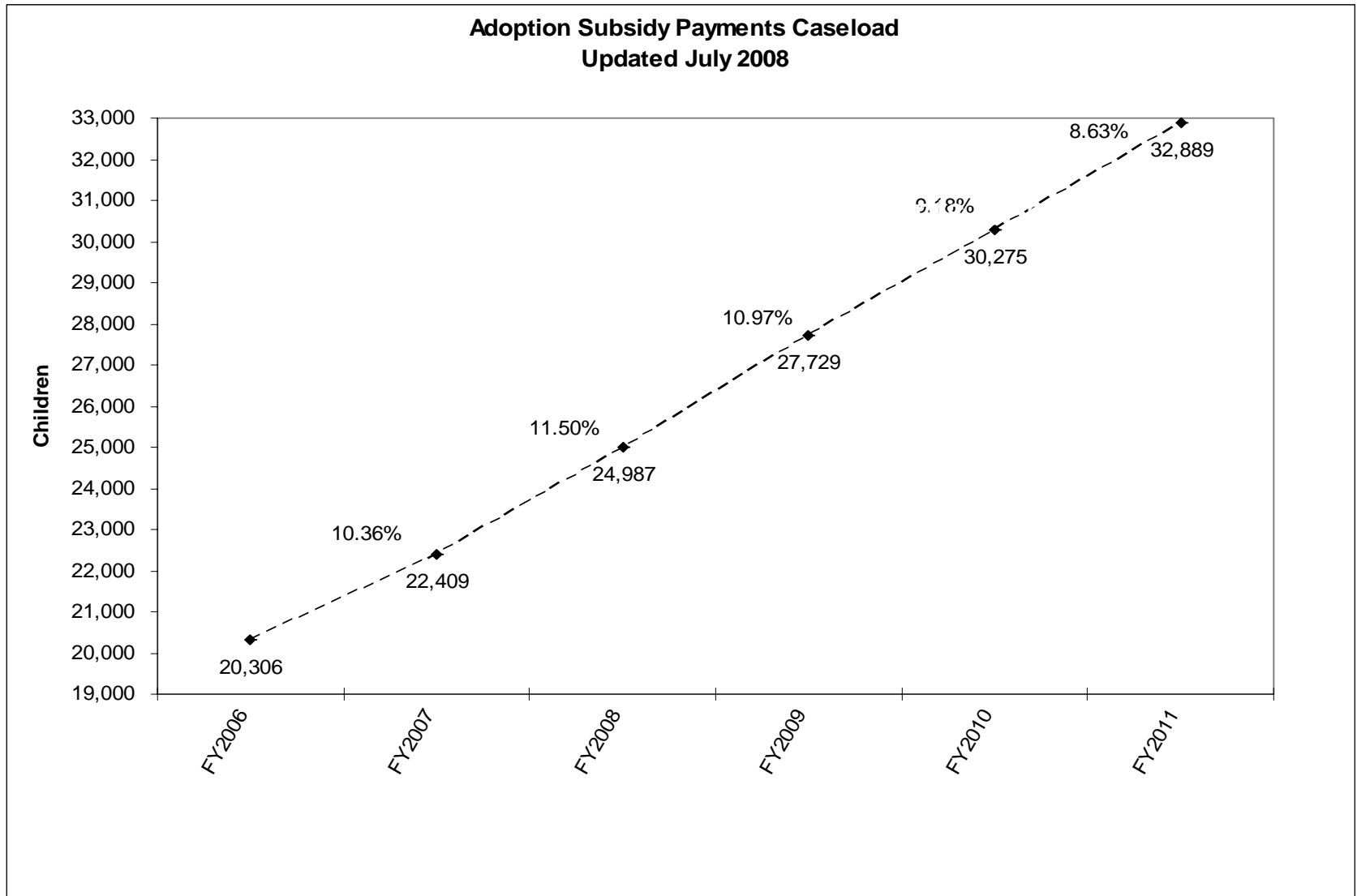
# FY 2010-11 Key Baseline Issues

- Entitlement Caseload
  - Instructions allow caseload growth for federal entitlement services to be included in the baseline request.
  - Foster care payments increased by \$24.5 million GR over the FY 2008-09 biennium.
  - Adoption subsidy payments increased by \$35.2 million GR over the FY 2008-09 biennium.

# Texas Department of Family and Protective Services



# Texas Department of Family and Protective Services



# FY 2010-11 Key Baseline Issues

- Baseline Request Does Not Fund FY 2009 FTE Cap
  - Pending request to use FY 2008-09 funds to cover budget shortfalls for FY 2008-09
  - Phase-in of additional resources for FY 2008-09
  - Federal funding issue – Targeted Case Management
  - Short by 1,626 FTEs
  - Top 3 exceptional items request the funds to avoid this reduction in FTEs



# Comparison of Key Performance Measures

| Performance Measure  | Estimated<br>FY 2008 | Budgeted<br>FY 2009 | Base Request |             |
|--|----------------------|---------------------|--------------|-------------|
|  |                      |                     | FY 2010      | FY 2011     |
| Number of Calls to Statewide Intake                          | 683,608              | 717,067             | 758,602      | 800,137     |
| Number of CPS Reports of Abuse/Neglect                       | 213,437              | 222,904             | 232,640      | 242,794     |
| Number of Completed CPS Investigations                       | 166,581              | 176,540             | 184,251      | 192,292     |
| Number of Confirmed CPS Cases                                | 43,120               | 45,900              | 47,905       | 49,996      |
| Number of Children Who Are Adopted                           | 4,317                | 4,325               | 4,542        | 4,769       |
| Ave Number of Children (FTE) in DFPS Paid Foster Care Per Mo | 17,316               | 17,856              | 18,365       | 18,863      |
| Ave Monthly Payment per Foster Child (FTE)                   | \$ 1,793.55          | \$ 1,791.63         | \$ 1,797.82  | \$ 1,795.42 |
| Ave Number of Children Provided Adoption Subsidy per Mo      | 24,987               | 27,729              | 30,275       | 32,889      |
| Ave Monthly Payment per Adoption Subsidy                     | \$ 443.01            | \$ 435.26           | \$ 428.81    | \$ 423.28   |
| Number of Completed APS In Home Investigations               | 67,899               | 70,165              | 72,695       | 75,320      |
| Number of Confirmed APS Investigations                       | 47,821               | 49,417              | 51,199       | 53,048      |

**Texas Department of Family and Protective Services**

# Summary of Exceptional Item Requests

| Item # | Exceptional Item  | FY 10 Total GR       | FY 10 All Funds       | FY 11 Total GR        | FY 11 All Funds       | FY 10 FTEs     | FY 11 FTEs     | Biennial GR           | Biennial All Funds    |
|--------|---|----------------------|-----------------------|-----------------------|-----------------------|----------------|----------------|-----------------------|-----------------------|
| 1      | Required Funding for Base FTEs                                | \$ 41,494,775        | \$ 48,917,798         | \$ 41,494,775         | \$ 48,917,798         | 891.0          | 891.0          | \$ 82,989,550         | \$ 97,835,596         |
| 2      | Maintain phased-in staff and initiatives                      | \$ 16,614,173        | \$ 19,141,281         | \$ 17,902,691         | \$ 20,644,132         | 291.8          | 291.8          | \$ 34,516,864         | \$ 39,785,413         |
| 3      | Replace non recurring federal revenue                         | \$ 21,676,577        | \$ 25,577,826         | \$ 21,676,577         | \$ 25,577,826         | 443.5          | 443.5          | \$ 43,353,154         | \$ 51,155,652         |
| 4      | Direct delivery staff to maintain caseloads                   | \$ 2,559,031         | \$ 2,930,055          | \$ 3,294,849          | \$ 3,645,441          | 46.9           | 65.1           | \$ 5,853,880          | \$ 6,575,496          |
| 5      | Direct delivery staff to meet federal standards               | \$ 9,359,717         | \$ 11,036,077         | \$ 11,861,674         | \$ 13,997,164         | 240.6          | 242.3          | \$ 21,221,391         | \$ 25,033,241         |
| 6      | Address recruitment and retention                             | \$ 12,354,689        | \$ 14,493,353         | \$ 27,723,999         | \$ 32,423,178         | 15.3           | 15.3           | \$ 40,078,688         | \$ 46,916,531         |
| 7      | Address caseload growth for Kinship Program                   | \$ 4,999,164         | \$ 4,999,164          | \$ 5,853,473          | \$ 5,853,473          | -              | -              | \$ 10,852,637         | \$ 10,852,637         |
| 8      | Add'l purch client svcs & program support for caseload growth | \$ 9,337,052         | \$ 10,380,990         | \$ 11,345,657         | \$ 12,347,962         | 84.5           | 89.5           | \$ 20,682,709         | \$ 22,728,952         |
| 9      | CPS capped caseload pilot                                     | \$ 1,507,653         | \$ 1,776,382          | \$ 1,343,830          | \$ 1,584,209          | 27.6           | 27.6           | \$ 2,851,483          | \$ 3,360,591          |
| 10     | Mobile caseworker enhancements                                | \$ 9,767,021         | \$ 10,071,635         | \$ 2,160,933          | \$ 2,458,471          | 3.0            | 3.0            | \$ 11,927,954         | \$ 12,530,106         |
| 11     | Increase funding for prevention services                      | \$ 3,100,086         | \$ 3,100,086          | \$ 3,100,086          | \$ 3,100,086          | -              | -              | \$ 6,200,172          | \$ 6,200,172          |
| 12     | IT and data management initiatives                            | \$ 7,440,068         | \$ 8,342,640          | \$ 1,272,907          | \$ 1,481,211          | 14.7           | 14.7           | \$ 8,712,975          | \$ 9,823,851          |
| 13     | Strengthen CPS services to families                           | \$ 8,067,421         | \$ 9,465,891          | \$ 6,340,411          | \$ 7,470,212          | 112.9          | 113.9          | \$ 14,407,832         | \$ 16,936,103         |
| 14     | Strengthen services to youth transitioning from foster care   | \$ 4,095,429         | \$ 4,143,111          | \$ 3,636,663          | \$ 3,660,391          | 55.2           | 55.2           | \$ 7,732,092          | \$ 7,803,502          |
| 15     | Create higher adoption subsidy ceilings for certain children  | \$ 712,728           | \$ 1,332,202          | \$ 2,138,185          | \$ 3,996,607          | -              | -              | \$ 2,850,913          | \$ 5,328,809          |
| 16     | Address pending and projected appeals hearings                | \$ 2,197,050         | \$ 2,350,564          | \$ 2,093,804          | \$ 2,236,436          | 17.2           | 17.2           | \$ 4,290,854          | \$ 4,587,000          |
| 17     | Enhance CPS risk management                                   | \$ 1,741,258         | \$ 2,030,195          | \$ 1,603,202          | \$ 1,868,177          | 24.5           | 24.5           | \$ 3,344,460          | \$ 3,898,372          |
| 18     | Strengthen APS and Day Care Licensing program oversight       | \$ 5,324,412         | \$ 6,717,005          | \$ 4,794,271          | \$ 6,066,651          | 99.2           | 99.2           | \$ 10,118,683         | \$ 12,783,656         |
|        | <b>Total Request</b>  | <b>\$162,348,304</b> | <b>\$ 186,806,255</b> | <b>\$ 169,637,987</b> | <b>\$ 197,329,425</b> | <b>2,367.9</b> | <b>2,393.8</b> | <b>\$ 331,986,291</b> | <b>\$ 384,135,680</b> |

## **Exceptional Item 1**

### **Required Funding for Base FTEs**

- FY 2010-11 approved baseline request does not contain funds needed to cover operating budget shortfalls
- If not funded, 891 currently authorized FTEs would be reduced
  - Would impact direct delivery and program support staff in Statewide Intake, CPS, APS, and Licensing
  - Would cause caseloads per worker to increase, thus impacting quality of protective services
- \$82.9 million GR, \$97.8 million All Funds

## Exceptional Item 2

### Maintain Phased-In Staff and Initiatives

- Additional funds needed to continue phased-in FY 2008-09 legislative initiatives
- If not funded, 291.8 currently authorized FTEs would be reduced
  - Would impact direct delivery staff in Statewide Intake, CPS and administrative activities
- If not funded, purchased client services dollars would be reduced
  - Would impact 254 clients per month for substance abuse services and 449 clients per month for other CPS purchased client services
- \$34.5 million GR, \$39.8 million All Funds

## **Exceptional Item 3**

### **Replace Non-recurring Federal Revenue**

- Additional funds needed to replace the Targeted Case Management funds claimed during FY 2008
- If not funded, 443.5 currently authorized FTEs would be reduced
  - Would impact direct delivery staff in CPS Substitute Care
- \$43.4 million GR, \$51.2 million All Funds

## **Exceptional Item 4**

### **Direct Delivery Staff to Maintain Caseloads**

- Additional direct delivery staff needed to address caseload growth
- 16 FTEs for CPS Investigations
- 16 FTEs in FY 2010 and 34 FTEs in FY 2011 for Statewide Intake
- 14 FTEs for APS MH and MR Investigations
- Total of 46.9 FTE in FY 2010 and 65.1 FTEs in FY 2011
- \$5.9 million GR, \$6.6 million All Funds

## **Exceptional Item 5**

### **Direct Delivery Staff to Meet Federal Standards**

- Additional direct delivery staff needed to achieve monthly face-to-face contact with 95% of children and parents
- 81 FTEs for Family Based Safety Services
- 156 FTEs for Substitute Care
- Total of 240.6 FTEs for FY 2010 and 242.3 FTEs for FY 2011
- \$21.2 million GR, \$25.0 million All Funds

## **Exceptional Item 6**

### **Address Recruitment and Retention**

- Establish a recruitment and retention bonus program
- Use a higher salary for entry level workers
- Create additional educational stipend programs
- Enhance training
- 15.3 FTEs
- \$40.1 million GR, \$46.9 million All Funds



## **Exceptional Item 7**

# **Address Caseload Growth for Kinship Program**

- Funds a projected increase of 328 for FY 2010 and 372 for FY 2011 in the average number of children receiving monetary assistance
- Funds an increase in day care
- \$10.9 million GR and All Funds

## **Exceptional Item 8**

### **Add'l Purchased Client Services and Program Support for Caseload Growth**

- \$10.9 million GR for more CPS and APS purchased client services to serve forecasted increases in clients
- \$9.8 million GR for more program support staff to address increased workload for critical support functions
- 84.5 FTEs in FY 2010 and 89.5 FTEs in FY 2011
- Total of \$20.7 million GR, \$22.7 million All Funds

## **Exceptional Item 9**

### **CPS Capped Caseload Pilot**

- Additional funds for a pilot of 3 Substitute Care functional units with a capped caseload of 8 to 10 clients
- Would target youth who have been in care 2 or more years, who have major behavioral health needs, and have had multiple placements
- 27.6 FTEs
- \$2.9 million GR, \$3.4 million All Funds

## **Exceptional Item 10**

### **Mobile Caseworker Enhancements**

- Develop ability to store digital sounds and images in the Licensing mobile application
- Develop improved architecture environment for the CPS and APS mobile applications
- Provide package of support tools to tablet PC users
- 3 FTEs
- \$11.9 million GR, \$12.5 million All Funds

## **Exceptional Item 11**

### **Increase Funding for Prevention Services**

- Fund 10% expansion of Services to At-Risk Youth (STAR) program
  - Would serve an additional 621 youth per month
- Fund Community Youth Development (CYD) program in 2 new communities
  - Would serve an additional 539 youth per month
- \$6.2 million GR and All Funds

## **Exceptional Item 12**

### **IT and Data Management Initiatives**

- Convert coding in the agency's case management system to enhance performance
- Develop an electronic information system for inventory tracking and other resource reporting and tracking needs
- Develop an automated travel submission system
- Procure a service for email archiving, searching, and retrieval
- Create a data integrity unit
- 14.7 FTEs
- \$8.7 million GR, \$9.8 million All Funds

## **Exceptional Item 13**

### **Strengthen CPS Services to Families**

- Additional Family Group Decision Making staff to maintain current caseload, increase coverage in Investigation stage, and begin coverage in Family Based Safety Services stage
- Tablet PCs for Family Group Decision Making staff
- Additional Kinship staff to lower caseloads and to create functional units
- Additional Foster and Adoptive Home Development staff to complete the current restructuring into functional units and to increase the number of staff who match children with families
- 112.9 FTEs in FY 2010 and 113.9 FTEs in FY 2011
- \$14.4 million GR, \$16.9 million All Funds

## **Exceptional Item 14**

### **Strengthen Services to Youth Transitioning from Foster Care**

- Additional Family Group Decision Making staff to provide Circles of Support conferences
- Additional Preparation for Adult Living staff to lower caseloads to improve the quality of services
- One-time seed money to help 8 communities develop a transition center
- 55.2 FTEs
- \$7.7 million GR, \$7.8 million All Funds



## **Exceptional Item 15**

### **Create Higher Adoption Subsidy Ceilings for Certain Children**

- For eligible children who have been in care 3 or more years since becoming legally free for adoption, have a plan for adoption, and are not in a permanent placement:
  - Increase monthly payment ceiling from \$400 to \$500 for Basic service level in foster care
  - Increase monthly payment ceiling from \$545 to \$700 for Moderate service level in foster care
  - Increase monthly payment ceiling from \$545 to \$900 for Specialized and Intense service levels in foster care
- Would increase number of children adopted by 171 in FY 2010 and 342 in FY 2011, resulting in foster care savings
- \$2.9 million GR, \$5.3 million All Funds

## Exceptional Item 16

### Address Pending and Projected Appeals Hearings

- There is a growing backlog of appeals of abuse/neglect findings from individuals who were found to have abused or neglected their own children and have applied to work in day care or residential care, and child care employees who were found to have abused or neglected a child in the child care setting
- These individuals may work in child care pending the outcome of the appeal, unless DFPS determines that the finding poses an immediate danger to children
- 14 additional attorneys are needed to stem the growth of this backlog and provide due process in a timelier fashion
- 17.2 FTEs
- \$4.3 million GR, \$4.6 million All Funds

## **Exceptional Item 17**

### **Enhance CPS Risk Management**

- Create Risk Managers for Family Based Safety Services stage of service to ensure proper risk assessments are made
- Provide additional Child Safety Specialists to address increased workload so that high risk cases can continue to be handled timely
- Provide additional Substance Abuse Specialists to address increased workload to ensure continued access to critical services
- Funding for a public awareness campaign on the dangers of unregulated care
- 24.5 FTEs
- \$3.3 million GR, \$3.9 million All Funds

## **Exceptional Item 18**

### **Strengthen APS and Day Care Licensing Program Oversight**

- Create functional units for APS In-home and MH/MR Investigations programs to strengthen supervisory and administrative support
- Create Program Administrators for Day Care Licensing program to strengthen program oversight
- 99.2 FTEs
- \$10.1 million GR, \$12.8 million All Funds

## **Additional Needs Still Being Developed**

- One item will address the SB 758 requirement to outsource 5 percent of CPS case management services.
  - Currently developing a model to recommend to the Legislature with the associated cost estimate.
- One item will address the need for additional number and type of foster care beds.
  - Currently under contract for a foster care bed capacity needs analysis.
  - Will develop a strategic plan to address the gaps identified in the needs analysis.

## **DFPS Needs Contained in Other Requests**

- Data Center Services – \$17.9 million GR, \$20.9 million All Funds and 3 FTEs contained in HHSC LAR Exceptional Item 6
- Nurse Retention and Recruitment – \$86,614 GR, \$102,296 All Funds for targeted pay raise for nurses contained in HHSC LAR Exceptional Item 16
- Accessibility – \$0.6 million GR and All Funds and 3 FTEs contained in DARS LAR Exceptional Item 5
- Worker Retention and Recruitment – Targeted pay raise for workers contained in HHSC Consolidated Budget
- Foster Care/Adoption Subsidy Rate Increases – Contained in HHSC Consolidated Budget